

OFFICIAL



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

24 October 2025

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 30 October 2025

Time: 1000 hours

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

The business for the meeting is detailed overleaf.

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

Yours sincerely

A handwritten signature in black ink that reads 'Kirsty L. Darwent'.

KIRSTY DARWENT
Chair

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



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 30 OCTOBER 2025 @ 1000 HOURS
BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / VIRTUAL (MS TEAMS)

AGENDA

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

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

4 DECLARATION OF INTERESTS

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

5 MINUTES OF PREVIOUS MEETINGS:

5.1 Thursday 28 August 2025 (attached)

K Darwent

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

6 ACTION LOG (attached)

Board Support

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

7 DECISION LOG (attached)

Board Support

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached)

K Darwent

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

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- 9 CHIEF OFFICER'S REPORT** *(attached)* S Stevens
- The Board is asked to note the Chief Officer's Report.*
- 10 COMMITTEE REPORTS**
The Board is asked to note the following updates:
- 10.1 **Strategic Planning and Change Committee** S Ballingall
10.2 **Audit & Risk Assurance Committee** B Baverstock
- Verbal update of Meeting: 23 October 2025 (verbal)
10.3 **People Committee:** M Wylie
- Draft Minutes of Meeting 11 September 2025 (attached)
10.4 **Service Delivery Committee:** T Wright
- Draft Minutes of Meeting: 21 August 2025 (attached)
10.5 **Reform Collaboration Group** K Darwent
- Reform Collaboration Group Main Board (verbal)
- 11 BOARD FORWARD PLAN SCHEDULE 2026/27** *(attached)* M McAteer
- The Board is asked to approve the report.*
- 12 ANNUAL PROCUREMENT REPORT 2024/25** *(attached)* D Stanfield
- The Board is asked to approve the report.*
- 13 RESOURCE BUDGET MONITORING REPORT** *(attached)* D Stanfield
- The Board is asked to scrutinise the report.*
- 14 CAPITAL BUDGET MONITORING REPORT** *(attached)* D Stanfield
- The Board is asked to scrutinise the report.*
- 15 RESOURCE BUDGET OUTTURN REPORT 2024/25** *(attached)* D Stanfield
- The Board is asked to scrutinise the report.*
- 16 CAPITAL BUDGET OUTTURN REPORT 2024/25** *(attached)* D Stanfield
- The Board is asked to scrutinise the report.*
- 17 RISK THEMES** *(verbal)* K Darwent
- The Board is asked to reflect on any risk themes identified during this meeting.*
- 18 FORWARD PLAN** *(attached)* Board Support
- The Board is asked to note the update.*

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19 DATE OF NEXT MEETING

A Special Public meeting will be held on 1 December 2025.

The next formal meeting will be held on Thursday 18 December 2025.

Report for Information Only

- [SFRS/Anthony Nolan Partnership Annual Report Academic Year 2024/25](#)

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETING:

20.1 **Thursday 28 August 2025** (attached)

K Darwent

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

21 PRIVATE ACTION LOG (attached)

Board Support

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

22 DRAFT ANNUAL REPORT AND ACCOUNTS 2024/25 (to follow)

D Stanfield

The Board is asked to approve the report.

23 UPDATE ON SETTLEMENT FOR THE TRUCK CARTEL CLAIMS
(attached)

*D Stanfield/
A Narsapur*

This report is for information only.

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 28 AUGUST 2025 @ 1000 HRS

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

PRESENT:

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

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

IN ATTENDANCE:

Stuart Stevens (SS)	Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
Andy Watt (AW)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Jon Henderson (JH)	Assistant Chief Officer, Director of Prevention
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Fiona Ross (FR)	Director of People
Deborah Stanfield (DS)	Interim Director of Finance and Contractual Services
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Gregor Welsh (GW)	BI Team Leader (Item 12 only)
Rebecca Cameron (RC)	Statistical Analyst (Item 12 only)
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Liz Humphreys, Scottish Ambulance Service and Public Health Scotland
Seona Hart, Fire Brigades Union
Graeme Fraser, HMFSI

1 CHAIR'S WELCOME

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

2 APOLOGIES

- 2.1 Tim Wright, Board Member

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

3.1 The Board agreed that the *Draft Private Minutes and Private Action Log* would be taken in private due to the confidential nature of the issue (Standing Order 9G).

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

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

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

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

5 MINUTES OF PREVIOUS MEETINGS:

5.1 Thursday 26 June 2025

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

5.1.2 **The minutes of the meeting held on 26 June 2025 were approved as a true record of the meeting.**

5.2 Matters Arising

5.2.1 There were no matters arising.

6 ACTION LOG

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

Action 12.3 Annual Operating Plan Progress Report Q4 (26/06/2025): The Board sought clarity on the reasons for North HubCo's withdrawal due to financial viability concerns. DS advised that North HubCo's model was based on delivery of multiple hubs, however, as funding for a larger programme was not supported by Scottish Government, North HubCo made the decision to withdraw.

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

7 DECISION LOG

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

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

8 CHAIR'S REPORT

8.1 KD presented the Chair's Update report which noted events that had occurred since the Board meeting held on 26 June 2025 and highlighted the following:

- Continuing in role as interim Chair of the National Joint Council (NJC) until at least September 2025. Ongoing contributions to the Ministerial Advisory Group, Task and Finish Group for the College of Fire and Rescue and Task and Finish Group for Culture.
- Recent meeting with Angela Constance, Minister for Justice, to discuss future budgets and priorities. Brief update to be provided outwith the formal Board meeting due to the confidential nature of the discussions.
- Recent positive meetings with Chief Executives from North and East Ayrshire Local Authorities. These meetings are mutually beneficial and highlighted the positive collaborative relationships.
- Attendance at several Service Delivery Review (SDR) public consultation events and responding to correspondence, particularly from elected members. Thanks were extended to the Communications Team for support.

- Brief update on the consultation process would be provided following the conclusion of the formal Board meeting. Board members were reminded that attendance at public consultation events was as observers only. No decision would be made until the formal Board meeting on 18 December 2025.
- Recruitment of the next Chair of the Board was progressing well, with the closing date for applications having passed and shortlisting underway. Current timelines suggest that the new Chair would be appointed before the current Chair's tenure ends. Thanks were extended to the Board Support Team and Public Appointments Unit for their co-ordination of this transition.

8.2 The Board noted the report and verbal update.

9 CHIEF OFFICER'S REPORT

9.1 SS presented the Chief Officer's report noting events which had occurred since the Board meeting held on 26 June 2025 and highlighted the following:

- Recent meetings held with the Cabinet Secretary and Scottish Government officials regarding future funding and investment.
- Recent meetings with Ben Selby, FBU General Secretary and Iain Fitzpatrick, Unison.
- Attendance at the Career Ready event, a 5-week course for young people in partnership with Glasgow City Council and MCR Pathways. Individuals were exposed to a broad range of skills, activities and roles within the Service which helped boost confidence levels over the 5-week programme. Thanks were extended to Richard Whetton and Steven Stewart.
- Attendance at the Kilbirnie Street memorial event and future attendance at the National Arboretum for Firefighters Memorial Day.
- Continued positive meetings with Local Authority Chief Executive's to share and understand challenges and collaborative opportunities.
- Thirty-six new trainees began their career with the Service last week.
- Recruitment campaign launched and received 1600 applications within 12 hours. Due to high levels of interest, the campaign closed early.
- Future Strategic Leadership Team Development Day was scheduled and would focus on horizon planning and medium-term financial planning.

9.2 In relation to the Career Ready programme, the Board queried whether an extended period of tracking was undertaken to help assess the long-term impact for individual participants. MMcA provided a brief overview of his mentoring role within the programme including an end of year summary statement. MMcA advised that MCR Pathways collect and publish data including tracking through to positive destinations. RW highlighted the emotional impact of the programme and life skills gained through it. The Board noted that this initiative was an example of the broader definition of prevention work and warranted greater investment from the Service.

9.3 In relation to the recent recruitment campaign, FR advised that the gender split was 11% female, and feedback would be sought to strengthen the next campaign. The Board were reminded that recruitment campaigns were now restricted to smaller intakes as this would allow the Service to reflect, learn and make adjustments quicker.

9.4 With the early closure of the application window, the Board noted concerns that this may have impact on the ability for some individuals to apply and highlighted the importance of evaluating the accessibility of the process. FR advised that applicants had the opportunity to pre-register before the application window opened but acknowledged that communication and clarity on the closing date could be improved. FR further advised that work had already commenced to review the process and make improvements to the next recruitment campaign (March 2026).

9.5 Brief discussion took place on the potential to use the high demand/levels of interest to

address shortages within On-Call firefighters. FR noted that discussions were ongoing on how the Service would provide meaningful post-application feedback and how unsuccessful candidates could be encouraged to reapply, if appropriate.

9.6 The Board noted the report and verbal update.

10 COMMITTEE UPDATES

10.1 Strategic Planning and Change Committee (SPCC)

10.1.1 SJB reported that the Committee held a public meeting on 29 July 2025 and referred the Board to the attached draft minutes, highlighting the following:

- Workshop on People, Payroll, Training and Finance (PPFT) was held. Committee maintain concerns over the scope and delivery options of the programme. A further special private meeting had been convened on 29 September 2025 to explore and address these concerns.
- Positive update on the New Mobilising System (NMS) with the Digital Office audit being well received and progress acknowledged. Thanks were extended to the Project Leads and all those involved for their continued efforts.

10.1.2 The Board noted the draft minutes and verbal update.

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 Draft Minutes of Meeting: 19 June 2025

BB reported that the Committee held a public meeting on 19 June 2025 and referred the Board to the attached draft minutes, highlighting the following:

- Internal Audit report on Change Management: The Committee acknowledged that improvements were still be made but expressed surprise at the extent of the gap around investment and maturity of systems/processes.
- Outgoing Internal Auditors, Azets, presented their final report providing a reasonable assurance opinion.
- Implementation of recommendations continue to be routinely reported and progressed. It was anticipated that the new Internal Auditors, BDO, would bring a refreshed perspective on future reporting and tracking of the recommendations.
- Consideration and feedback provided on scopes for future the Risk Management and Budgetary Control audits.
- Inaugural Annual Data Compliance Report was presented and provided positive assurance.
- Recognition of work undertaken to embed and implement risk appetite and assurance mapping.
- Positive update provided on actions relating to the Cyber Security Maturity audit.
- Inaugural annual Fraud Awareness report which provided a consolidated overview of fraud-related activities.
- Discussion held on how the Committee would look more holistically at how assurances are gathered.

10.2.2 Committee Annual Report to Accountable Officer

BB presented the annual report noting that this was a mandatory governance requirement. The report summarised the Committee's work and provided assurances on risk management, governance, internal controls, external audit and HMFSI oversight. The Committee concluded that it could provide reasonable assurance that these areas were being effectively managed. The Committee recognised ongoing development in terms of risk and highlighted that the adoption and application of risk and financial stewardship supported the Service Delivery Review process.

10.2.3 The Board noted the draft minutes and verbal update.

10.3 People Committee (PC)

10.3.1 MW reported that the Committee held a public meeting on 6 June 2025 and referred the Board to the attached draft minutes which had been presented and reported on at the last meeting.

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

10.4 **Service Delivery Committee (SDC)**

10.4.1 PS presented the approved minutes from the public meeting on 28 May 2025, noting that a verbal report had been provided at the last meeting. PS reminded the Board that the meeting had been held at Portlethen. PS reiterated the value for all Board members to visit the training centre as this would help provide greater understanding into new decontamination protocol training, how it was being delivered, understood and impacting on behaviours by personnel.

10.4.2 PS reported that the Committee held a public meeting on 21 August 2025 and provided a verbal update, highlighting the following:

- Regular presentation and rigorous scrutiny of performance report.
- Local Senior Officer Andrew Kenna, City of Glasgow, gave a verbal report which provided a valuable local insight and viewpoint.

10.4.3 In regard to the decontamination, SS acknowledged the work in this area, the ongoing investment in PPE, equipment, etc and the importance of culture and behavioural changes.

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

10.5 **Reform Collaboration Group (RCG)**

10.5.1 KD noted that no formal RCG meeting had been held since the previous update. The next meeting, scheduled for October 2025, would be attended by the Cabinet Secretary. Scottish Ambulance Service had now taken over the chairing and administration roles for this group.

10.5.2 MMcA advised that the Programme Board recently held a meeting and had commenced the business planning for the coming year with a workshop scheduled in September 2025.

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

(R Cameron & G Welsh joined the meeting at 1045 hrs)

11 PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE 2025-26 Q1

11.1 MMcA offered his apologies for the limited performance statements provided within the report and outlined the reasons for this. MMcA introduced RC who presented the Board with the first quarter's performance for fiscal year 2025-26 for scrutiny. The following key points were highlighted:

- Final report on KPIs from the 2022-2025 Strategic Plan. New KPIs which would be aligned to the new Strategy were being developed.
- Absence and turnover rates were not included but were available via the dashboard.
- Total number of incidents had increased primarily driven by an increase in outdoor fires.
- Wildfire incidents were the highest level since 2013.
- Fire fatalities and casualties remain stable.
- Refuse and vehicle fires remain stable. An increase in accidental refuse and vehicle fires was being offset against a decrease in deliberate refuse and vehicle fires.
- Decrease in Home Fire Safety Visits (HFSV). New recording system and risk scoring system introduced earlier this year with all visits being categorised as high risk. At present, partnership referrals were not being separately captured.

- Number of accidental dwelling fires remain stable and below average.
- Number of high severity fires had increased reaching the highest level in several years.
- Response and call handling times continue to increase.
- Assisting other agencies incidents had decreased for the 2nd consecutive quarter.
- On Call availability and FTE remain stable.
- Wholtime availability had decreased which reflected the changes in the target operating model and FTE.
- Training core skills currency and Flexi Duty Officer module completion continue to increase.
- Specialist rescue currency remains stable but outwith control limits.
- Subject Access Requests completed within timescales remained stable.
- Data breaches were below average for this quarter.
- Freedom of Information requests remained below target.
- One confirmed fraud incident during this quarter.
- Percentages of invoices paid within 30 days was reporting above target at 99%.
- Number of service desk incidents within SLA decreased due to changes in data collection methods.
- Number of verbal and physical attacks remain below or on the baseline, respectively.
- Increase in both RIDDOR and vehicle incidents.

11.2 In regard to KPI27 (Specialist Rescue Currency), the Board sought clarity on the reason for this indicator reporting over 100%. CMcG explained that, to ensure capacity/resilience at all times, the Service trained beyond the minimum numbers required.

11.3 In regard to KPI42 (Service Desk Requests within SLA), DS advised that the decrease was due to capacity levels impacted by ongoing recruitment and restructuring. DS to investigate and circulate further details, for assurance purposes, to the Board ouwith the meeting.

ACTION: DS

11.4 In regard to KPI49 (Absence Rates), FR advised that this data had been omitted in error and would be included within future reports. Data was currently available via the dashboard.

11.5 The Board commented on the deterioration of priority KPIs and sought clarity on measures being taken to address this.

11.6 In regard to KPI14 and 15 (Response and Call Handling Times), the Chair advised that a session, at the upcoming Development Days, would focus on these issues to provide the Board with a greater understanding as this was a key metric for the SDR. The Board were reminded that the Service Delivery Committee (SDC) routinely monitor and scrutinise these indicators.

11.7 In regard to KPI11 (High Severity Fires), AW noted that discussions had taken place at the recent SDC meeting. AW further noted that the decrease in the number of accidental dwellings fire had impacted on the percentage of high severity incidents. Consideration may be given to amend this indicator to report on actual numbers rather than percentages and on the definition criteria itself.

11.8 In regard to KPI8 (Partner Referral of HFSV), the Board sought clarity on the absence of this data. JH advised that this had been scrutinised at the recent SDC meeting, and reported that the new App, which was not fully live, did not currently record partnership referrals separately. This was a recording issue which would be addressed.

11.9 RW offered his assurance that the new PMF had clear alignment to the strategic

objectives. Brief discussion took place on the planned improvements for gathering information and reduction of manual entry in favour of automated processes.

- 11.10 The Board noted concerns on the visibility and reporting of HFSV, particularly due to their importance in the prevention agenda. It was agreed that a future Strategy Day session on HFSV and the wider prevention strategy would be scheduled to refresh understanding, share future direction/intentions and to socialise expectation on future KPIs. (Captured under Agenda Item 16)
- 11.11 In regard to KPI64 and 65 (Savings Achieved and Budget Outturn), the Board commented on the potential risk of external scrutiny and misinterpretation on this data not being available. Acknowledging the explanation provided earlier, the Board requested that consideration be given to ensure clarity and accuracy going forward.
- 11.12 The Board commented on the lack of KPIs relating to innovation and for consideration to be given to include a measurable indicator within the new PMF.
- 11.13 In regard to the Detection, Indication and Monitoring (DIM) vehicles, DF provided background on the purpose, funding and strategic positioning for these assets.
- 11.14 In regard to KPI26 (Core Skills Currency), AW highlighted the continued improvement over the last 2 years and recognised the efforts for all those involved.
- 11.15 **The Board scrutinised the performance report.**

(G Welsh and R Cameron left the meeting at 1117 hrs)

(Meeting broke at 1117 hrs and reconvened at 1130 hrs)

12 RESOURCE BUDGET MONITORING MAY 2025

- 12.1 DS presented a report advising the Board of the resource budget position for the period ending 31 July 2025. DS outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing an overspend of £2.069 million and a forecast year-end underspend of £1.571 million. The following key points were highlighted:
- On Call staffing overspent by £1.2 million, which is driven by exceptional activity levels.
 - Potential increased costs associated with climate related activities and health and wellbeing recovery plan.
 - Wholtime Overtime costs had reduced; however a year end overspend forecast of £0.39 million remained.
 - Support staff costs forecast a year end overspend of £0.38 million, due to vacancy rates.
 - Control staffing costs forecast a year end underspend of £0.34 million due to vacancy rates.
 - Transport costs were overspent by £0.066 million due to increased wildfire incidents.
 - Third party payments were forecasting an overspend of £0.228 million primarily due to health and wellbeing programme.
 - Proposed targeted actions were included within the report.
- 12.2 The Board noted the significant forecasted overspends which directly related to wildfire incidents and queried whether there was a mechanism to seek additional funding from Scottish Government. SS advised that these increased costs were evidence of the changing risk and demand placed on the Service. This also demonstrated the limited financial clearance to respond to changing operational demands. SS further advised that he would continue to discuss and seek additional financial investment from Scottish Government. It was noted that this would be built into future budget planning process and budget allocation requests submitted to Scottish Government.

- 12.3 DS clarified that the swings graphs were presenting month to month movement and not variance between forecast and actual.
- 12.4 The Board commented on the current and potential future Wholetime staffing shortages and overtime costs. DS noted that the recent intake of new recruits would help to reduce overtime costs. However, specialist skills gaps, abstraction rates and other factors also need to be considered. The Service would continue to monitor, manage and mitigate the situation.
- 12.5 The Board sought clarity on governance oversight on in-year budget corrective actions. The Chair noted that the Board could request a deeper scrutiny of in-year financial actions, and this should be included within the next report. It had been previously agreed that, in the absence of a finance committee, the Board would undertake any additional scrutiny necessary on emerging financial pressures.
- 12.6 The Board noted their concerns on being over optimistic and reliant on activity levels returning to normal. The Board sought to understand the correlation between activity levels and costs, and subsequent risk. It was agreed that additional information on forecasting assumptions, activity trends and associated risks would be included within the next iteration of the report.
- 12.7 In regard to the sale of premises at Hamilton, SO'D advised that work was still ongoing and, due to commercial sensitivity, would provide an update outwith the meeting.
- 12.8 The Board commented on visibility of training investment and the potential for a different structure of financial reporting that aligns to the key priorities and outcomes of the organisation. SS advised that this would form part of the discussions at the next SLT Development Day. It was noted that the previous intention had been for the Strategic Planning and Change Committee to have oversight of spend in relation to strategic outcomes and this should be considered there before bringing back to the Board.
- 12.9 In regard to the additional costs incurred due to the recent visits of the American President and Vice President, JH advised that all costs have been collated and submitted to Scottish Government and were expected to be refunded.
- 12.10 **The Board scrutinised the resource budget position for the period ending 31 July 2025.**
- 13 CAPITAL BUDGET MONITORING REPORT**
- 13.1 SO'D presented a report advising the Board of the actual and committed expenditure against the 2025/26 capital budget position for the period ending 31 July 2025. It was currently anticipated that the budget of £47.00 million would be spent out by 31 March 2026. The following key points were highlighted:
- Actual capital expenditure to date was £3.67 million (8%) with a further £10.660 million (22.7%) committed.
 - All capital projects were reporting Green for budget on the RAG status with delivery milestones progressing well.
 - NMS and Vehicles projects were reporting an Amber RAG status due to external dependencies.
 - Proactive measures would continue to be taken to ensure that all remains on track for delivering against strategic commitments.
- 13.2 In regard to the NMS project, the Board acknowledged and welcomed the progress being made to deliver this project. JH commented on the progress being made and delivery of the project remains on track due to the constant hard work and efforts of everyone involved.

13.3 In regard to potential ground based solar panels at HQ, DS advised that this was currently at the feasibility study stage and could be scalable to include other locations. DS further advised that there were currently 84 locations with existing solar panels provisions.

13.4 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 July 2025.**

14 **SCOTTISH FIRE AND RESCUE SERVICE WORKING IN PARTNERSHIP 2024/25**

14.1 MMcA presented a report to the Board updating on the working in partnership 2024/25 for scrutiny. The following key points were highlighted:

- Report reflected on the Service's strength and depth of collaboration and contributions within local communities.
- Overview of contributions made from across the Service throughout the year.
- Inclusion of testimonies from individuals involved in partnership working and how this would continue to evolve going forward.
- Reminder to contributors of the importance of impact and evaluation, as part of the new prevention strategy, to support testimonies to build into future reports.
- Thanks were extended to Lou Patrick and her team and all contributors for compiling this report.
- Advanced comments on the design of the report were noted and would be incorporated, if possible.

14.2 The Board queried whether the Service maintained long term engagement with Youth Volunteer Scheme (YVS) participants to monitor sustained benefits or recruitment into the Service. JH advised that since 2022, 24 past participants had since become volunteer instructors and of those, 11 had secured other roles within the Service. JH noted these positive outcomes and acknowledged that the Service could still do more in this area.

14.3 The Board suggested that further consideration be given to the following:

- Reference to working in partnership with Scottish Government.
- Inclusion of reference to the Oracle project prior to any formal outcome.
- Potential streamlining to reduce overall length of the report and remove repetition of terminology.
- Generic climate change paragraph within Outcome 4.
- Reference to helicopter training.

ACTION: MMcA

14.4 Brief discussion took place on the purpose of the report and whether it was intended to inspire activity, demonstrate impact or inform strategic planning. The Board commented on lack of guidance/understanding for LSO's of the process and initiatives that would support both local and national activities. JH noted that work was underway to improve clarity and strategic alignment. JH advised that an App had been developed to record and track partnership activity and that the Prevention team were now embedded within the Edinburgh Futures Institute.

14.5 The Board recognised and appreciated the incredible partnership work ongoing throughout the year. The Board noted their desire to continue to highlight and share this work as widely as possible. For consideration within future iterations of this report, the Board commented on the following:

- Partners contributions could be included but recognised the challenges this would involve.
- Digital based reports could allow for easier identification of themes and/geographical activities.
- Inclusion of a digital map to help visualise all partnership activities across Scotland.
- Inclusion of learning gained from partnership working.

14.6 **The Board scrutinised the report.**

15 RISK THEMES

15.1 There were no new or emerging risks identified during this meeting. However, the Board flagged the increased pressure around finance and the need for additional scrutiny, not solely due to the increased pressure but the potential for optimism bias.

16 FORWARD PLAN

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

- Wider Prevention Strategy (including HFSV)

17 DATE OF NEXT MEETING

17.1 A special Private Board meeting is scheduled to take place on Thursday 25 September 2025.

17.2 The next full public meeting of the Board is scheduled to take place on Thursday 30 October 2025.

17.3 There being no further matters to discuss in public, the meeting closed at 1238 hrs.

(The meeting broke at 1238 hrs and reconvened in private session at 1240 hrs)

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETINGS:

18.1 Thursday 26 June 2025

18.1.1 Subject to agreed amendment, the minute of the meeting held on 26 June 2025 was approved as a true record of the meeting.

18.1.2 Thursday 31 July 2025

The minute of the special private meeting held on 31 July 2025 was approved as a true record of the meeting.

18.2 Matters Arising

18.2.1 There were no matters arising.

19 PRIVATE ACTION LOG

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

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

There being no further matters to discuss in private, the meeting closed at 1242 hrs.

SFRS BOARD MEETING – ROLLING ACTION LOG



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Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 2 actions. A total of 2 of these actions had been completed.

The Board is therefore asked to approve the removal of the 2 actions noted as completed (Blue status), note no actions were categorised as Green status and note no actions were categorised as Yellow status on the action log.

Board Meeting: 28 August 2025						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.3	Performance Management Framework Quarterly Performance 2025-26 Q1: In regard to KPI42 (Service Desk Requests within SLA), DS advised that the decrease was due to capacity levels impacted by ongoing recruitment and restructuring. DS to investigate and circulate further details, for assurance purposes, to the Board ouwith the meeting.	DS	October 2025		October 2025	Complete (30/10/2025): The decrease in KPI42 was directly linked to capacity constraints in Q1, which have been proactively managed through interim resourcing and ongoing recruitment. Early indicators show stabilisation and improvement in Q2 with further improvement expected as the team returns to full capacity.
14.3	Scottish Fire and Rescue Service Working in Partnership 2024/25: further consideration to be given to the following: • Reference to working in partnership with Scottish Government. • Inclusion of reference to the Oracle project prior to any formal outcome. • Potential streamlining to reduce overall length of the report and remove repetition of terminology. • Generic climate change paragraph within Outcome 4. • Reference to helicopter training.	MMcA	October 2025		October 2025	Update (30/10/2025): Following discussions at the SFRS Board meeting the document was amended to reflect the comments made by the Board (as noted in Actions Arising). The document was also restructured to follow a more place-based format. The document is currently in the final stages of design with Graphics colleagues, and it is expected to the be published in November 2025. Comments regarding the desire to have more digital interactivity have been noted and a meeting with the Communications Team has been set up to discuss how this can be progressed for the 2025/26 iteration. Comments regarding length have also been noted, with plan for a shorter version next year.

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 30 OCTOBER 2025**

CHAIR'S UPDATE: SEPTEMBER -OCTOBER 2025

Wednesday 3 September 2025

National Joint Council

Thursday 4 September 2025

Internal Audit Risk Management

Monday 8 September 2025

Meeting with CO Stuart Stevens

Meeting with Chief Executive Officer South Ayrshire Council and CO Stuart Stevens

Tuesday 9 September 2025

Ministerial Annual Performance Review 2024/25

Thursday 11 September 2025

Partnership Advisory Group Pre-Agenda

Remuneration, Appointments and Nominations Sub Committee

Wednesday 17 September 2025

Regular Chair/Board Support Team meeting

Scottish Government meeting

Thursday 18 September 2025

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

Partnership Advisory Group

Tuesday 23 September 2025

Meeting with DCO Sarah O'Donnell

Meeting with Maureen Rooney, Deputy Director for Safer Communities

Thursday 25 September 2025

Board Strategy Day meeting

Thursday 2 October 2025

Meeting with CO Stuart Stevens and Paul Stollard, Deputy Chair

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

Tuesday 7 October 2025

National Joint Council

Wednesday 8 October 2025

Integrated Governance Forum Pre-Agenda

Tuesday 14 October 2025

Meeting with Tom Steele, Chair of Scottish Ambulance Service and Fiona McQueen, Scottish Police Authority

Monday 20 October 2025

Meeting with DCO Sarah O'Donnell

Meeting with Chief Executive Officer Clackmannanshire Council and CO Stuart Stevens

Tuesday 21 October 2025

Meeting with Chief Executive Officer West Lothian Council and CO Stuart Stevens

Wednesday 22 October 2025

SFRS Board Pre-Agenda

Regular Chair/Board Support Team meeting

Thursday 23 October 2025

Audit and Risk Assurance Committee

Integrated Governance Forum

Friday 24 October 2025

Long Service Good Conduct Ceremony

Monday 27 October 2025

Partnership Advisory Group Pre-Meet

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

Tuesday 28 October 2025

Meeting with Chief Executive Officer East Dunbartonshire Council and CO Stuart Stevens

Thursday 30 October 2025

SFRS Board meeting

Board Strategy Day

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

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 30 OCTOBER 2025**

CHIEF OFFICER'S UPDATE: SEPTEMBER - OCTOBER 2025

Monday 1 September

Firefighters Memorial Trust Annual Service of Remembrance and Wreath Laying, National Arboretum, Staffordshire

Tuesday 2 September

National Fire Chief Council (NFCC) Chief Fire Officer (CFO) Meeting
Weekly PA catch up
Regular Director 1:1

Wednesday 3 September

Meeting with B Baverstock
Strategic Leadership Team (SLT) Policy Meeting
Health & Wellbeing Meeting

Thursday 4 September

Meeting with SLT Business Manager
Meeting with B Baverstock

Friday 5 September

Working from home

Monday 8 September

Regular Chief & Chair Catch up
Introductory Meeting South Ayrshire Council & Scottish Fire & Rescue Service
KFSM Nominations Review Meeting

Tuesday 9 September

Annual Performance Review 2024/25, Ayr

Wednesday 10 September

Strategic Managers Development Day, Cambuslang
Comms Video for FITember

Thursday 11 September

Regular NFCC CFOs Meeting
Remuneration, Appointments and Nominations Sub Committee (RANSC)

Friday 12 September

Working From Home

Monday 15 September

Weekly PA Catch up
NFCC Steering Group Meeting

Tuesday 16 September

Regular NFCC CFOs Meeting
Regular Director 1:1
Horizon Scanning Session with SLT
Service Delivery Review (SDR) Filming with Comms

Wednesday 17 September

Regular PA Catch up
Meeting with NFCC Chair
Regular CO & DCO Catch up

Thursday 18 September

Meeting with Minister for Victims & Community Safety, Edinburgh
Partnership Advisory Group Meeting, Edinburgh

Friday 19 September

Regular Director 1:1
National Joint Council (NJC) Advisory Board Call

Monday 22 September

Regular meeting with CFO NI FRS
NJC Advisory Forum
SLT Meeting

Tuesday 23 – Wednesday 24 September

NFCC Full Council Meeting, London

Thursday 25 September

SFRS Board Strategy Meeting

Friday 26 September

Meeting with Deputy Head of Local Govt Association

Monday 29 September

Public Holiday

Tuesday 30 September

Weekly PA Catch Up
Regular Director 1:1
Meeting with Scottish Land & Estates

Wednesday 1 October

Technical Reading

Thursday 2 October

Regular Chief, Chair & Deputy Chair Meeting
Introductory Meeting with CEO of Dundee City Council
Regular Director 1:1
NFCC CFO Call

Friday 3 October

Regular meeting with B Baverstock
Firefighters Charity Quarterly meeting with SFRS

Monday 6 October

Leave

Tuesday 7 October

Weekly PA Catch up
NFCC Trustees Meeting
Brave@Heart Awards Ceremony, Edinburgh

Wednesday 8 October

Meeting with UNITE & UNISON
SLT Meeting
NFCC Middle Managers Final Review Session 1

Thursday 9 – Monday 13 October

Leave

Tuesday 14 October

Meeting with SLT Business Manager

Wednesday 15 October

Meeting with Lifelines Scotland, Edinburgh

Thursday 16 October

Weekly PA Catch up
Regular Director 1:1

Friday 17 October

Meeting with Commissioner London Fire Brigade
Meeting with CEO Lothian NHS

Monday 20 October

Regular Director 1:1
Introductory Meeting with CEO Clackmannanshire City Council

Tuesday 21 October

Introductory meeting with CEO West Lothian Council
Stakeholder Meeting with Police Scotland
Director Appraisals x 2

Wednesday 22 October

SLT meeting
Criminal Justice Committee Submission Preparatory Meeting

Thursday 23 October

Audit & Risk Assurance Committee
Integrated Governance Forum

Friday 24 October

East Long Service Good Conduct Ceremony, Fife

Monday 27 October

Meeting with CEO Lothian NHS, Edinburgh
Regular Meeting with Deputy Director of Safer Communities

Tuesday 28 October

NFCC CFO Fortnightly Meeting
Introductory Meeting with CEO East Dunbartonshire Council
SLT Horizon Scanning & Progression Session

Wednesday 29 October

Change Portfolio Investment Group (CPIG)
Criminal Justice Committee Submission Preparatory Meeting
Weekly PA Catch up

Thursday 30 October

SFRS Board Meeting

SFRS Board Strategy Day

Friday 31 October

Criminal Justice Committee Submission Prep work



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 11 SEPTEMBER 2025 @ 1300 HRS

VIRTUAL (MS TEAMS)

PRESENT:

Andrew Smith, Deputy Chair (AS)
 Neil Mapes (NM)

Malcolm Payton (MP)
 Madeline Smith (MS)

IN ATTENDANCE:

Fiona Ross (FR)	Director of People
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Sarah O'Donnell (SO'D)	Deputy Chief Officer Corporate Services
Andy Watt (AW)	Deputy Chief Officer
Jim Holden (JH)	Head of Safety and Assurance
Lyndsey Gaja (LG)	Head of People
Ross Robison (RR)	Deputy Assistant Chief Officer, Head of Training
Roger Crawford (RC)	Watch Commander Training (Item 10.2 only)
Ijaz Bashir (IB)	Head of Asset Management (Item 10.3 only)
Stuart Free (SF)	Asset Governance and Performance Manager (Item 10.3 only)
Chris Casey (CC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS

Stuart Watson, Area Commander Workforce Planning and People Services
 John McKenzie, Fire Brigades Union

1 CHAIR'S WELCOME

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

2 APOLOGIES FOR ABSENCE

- 2.1 Mhairi Wylie, Board Member
 David Farries, Assistant Chief Officer, Director of Operational Delivery

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

- 3.1 The Committee discussed and agreed that the *Key Case Update* report would be heard in private session due to the small number of individuals involved and confidentiality and in line with Standing Orders (Item 9D). The *Wellbeing Update* report and draft minutes/verbal

update of the *Remuneration, Appointments and Nominations Sub Committee* would be taken in private due to the confidential nature of the issue (Item 9G).

3.2 No further items were identified.

4 DECLARATIONS OF INTERESTS

4.1 No conflicts of interest were declared.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 5 JUNE 2025

5.1 Subject to minor typographical amendments, the minutes were agreed as an accurate record of the meeting.

5.2 **Subject to minor amendment, the minutes of the meeting held on 5 June 2025 were approved as a true record of the meeting.**

5.3 Matters Arising

5.3.1 In regard to the Culture Action Plan, the Committee noted that this was due to be presented at today's meeting however only a verbal update would be provided. FR advised that a verbal update would be provided today and would look to provide a written report at the next meeting (December) or at the future workshop (October).

6 ACTION LOG

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

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

7 PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE 2025/26 Q1

7.1 The PMF Quarterly Performance 2025/26 Q1 report was presented to the Committee for scrutiny of KPIs 22–29 (Training), KPIs 46–49 (People) and KPIs 50–56 (Safety & Assurance). Three annual performance indicators KPIs 62, 63a and 63b (People) are also reported in the first quarter report. The report was taken as read.

7.2 In regard to KPI22 (% of Core Skill Modules completed), the Committee commented on the lower rates within Q1. CMcG noted that Q1 was a busy period for all functions, and this would lead to capacity and time constraints, particularly for operational personnel. RR advised that engagement with local areas would continue, and this would help to better understand the situation.

7.3 In regard to KPI46 (Operations Control FTE), the Committee sought clarification on the continued decrease despite recent recruitment. LG advised that this was attributable to the timing of the report and that the 12 new trainees would be included within the Q2 report. LG further advised that 12 temporary personnel had recently been offered and had accepted permanent contracts.

7.4 In regard to KPI46 (On Call Retained FTE), the Committee noted the numbers of personnel had not improved despite the recent contractual changes and queried whether a deeper dive would be beneficial. FR advised that a review of the target operating model (on call) was ongoing and that an update could be provided at a future meeting (circa March 2026).

7.5 In regard to KPI46 (Flexi Duty Officer (FDO) FTE), the Committee queried the accuracy of the data being presented as it was reporting over 100%. It was confirmed that the data was accurate, and CMcG explained that the current number of FDO FTE (262) was above the target operating model (250).

7.6 The Committee scrutinised the report.

8 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING

8.1 People Performance Report Quarter 1 2025/26

8.1.1 LG presented the People Performance Report Quarter 1 2025/26 to the Committee for scrutiny of the People KPIs from the Performance Management Framework and the further details within the People Performance Report. The following key areas were highlighted from the Executive Summary:

- Revised format with the inclusion of Strategic People Priorities section.
- Recent Wholetime recruitment campaign received over 1600 applicants within 24 hours. Following shortlisting, 346 candidates would progress to the selection centre. Successful candidates included 16% female and 16% ethnic minorities. On conclusion of the practical selection progress, 72 candidates would be appointed.
- Over 100 expressions of interest have been received from existing On Call personnel to partake in the upcoming migration course.
- Overview of the recent and ongoing promotion process for Station and Watch Commanders.
- Review and reset activity for the leadership and culture programme.

8.1.2 In regard to the On Call Candidate Tracker currently under development, LG provided an overview of its functionality including real time visibility of candidate progress and improved co-ordination between hiring managers and People Services.

8.1.3 The Committee sought clarity on whether the Service was tracking diversity and reasons for dropping out of recruitment processes. LG confirmed that quality monitoring data was collected, however recognised that further analysis would be required to understand the conversion rates at the various stages of the process.

8.1.4 In regard to the pension remedies, the Committee sought an update on the project plans and revised implementation dates. LG noted that an update had been provided at the earlier RANSc meeting and would be covered under Item 20 (RANSc Update). LG further noted that the delays in timescale on the SPPA side were impacting on the ability to provide pension statements for the remedy period to employees.

8.1.5 The Committee noted the overall number of vacancies in support staff roles, of which almost 50% were within the Finance and Contractual Services (FCS) Directorate, and queried how the Service would address this issue. LG advised that most of the FCS vacancies were within the Digital and Technology Services (DaTS) function and were linked to the ongoing restructure. LG noted that approximately 30 vacancies had already been filled and more were anticipated in the coming months. LG further noted that recruitment had initially focussed on internal appointments to support development opportunities.

8.1.6 In regard to long term sickness, the Committee asked whether the Service differentiated between work-related and personal causes. LG confirmed that there were specific reporting and recording arrangements for workplace related absences. It was noted that only high-level categories were presented within the report with a detailed breakdown of sub-categories also being recorded. JH advised that work related injuries/illnesses were recorded on the TASS system and reported through the safety and assurance statistics.

8.1.7 The Committee commented on the positive number of On Call personnel expressing an interest in migrating into Wholetime and queried how the Service were supporting individuals, particularly anyone who was unsuccessful. LG advised that all applicants, whether through the migration or wholetime trainee recruitment, were offered feedback and development support to improve further applications.

8.1.8 In regard to the Area Commander process, the Committee were advised that an update would be provided under item 9.1.

- 8.1.9 The Committee sought clarity on the timeframe for the leadership and culture plan and whether there were any risks associated with the wraparound support from the Talent Development Team. FR advised that the wraparound support enabled pre and post programme engagement with National Fire Chief Council's (NFCC) cohorts and their line managers. The risks associated relate to the volume of activity and resources within the development teams. This would be considered as part of the review of the leadership and management framework and how the NFCC programme would be built into the wider framework. LG briefly outlined different initiatives being considered which included a 3 tiered approach and potential additional investment.
- 8.1.10 The Committee sought further details for the Corporate Services Review (CSR) including timeframe, plans, etc. SO'D provided a brief progress update on the Directorate structure review, noting that proposed options would be presented to the Strategic Leadership Team (SLT) at the end of 2025 and implemented in April 2026. SO'D outlined the progress of the People Strategy, which was being developed into a project and led by FR. SO'D commented on the level of engagement undertaken through the Strategic Planning and Change Committee in relation to the People, Payroll, Training and Finance project (PPFT). SO'D advised that the Service were considering the wider context of PPFT and how this could impact on the CSR.
- 8.1.11 In regard to KPI26 (Core Skills), the Committee sought assurance on the veracity of the data being presented within the report. CMcG noted that this would be covered under item 10.1.

8.1.12 The Committee scrutinised the report.

9 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

9.1 Culture Update

- 9.1.1 FR provided a verbal update on culture to the Committee, and the following key points were highlighted:
- Leadership and Culture Programme plan continues to be developed and would include identifying defined benefits, outcomes and milestones.
 - Draft problem statement was created and discussed at the recent SLT/Heads of Functions Workshop. As a result, several activities have been identified to realise culture and leadership vision and deliver the individual benefits.
 - Next steps would involve a full review and prioritisation of the identified activities to ensure alignment with strategic priorities and development of the delivery plan.
 - Annual reviews to be undertaken to identify progress against priorities and set new priorities for the coming year.
 - Update on the Management and Development Framework project noting that milestones and delivery timescales were to be determined.
 - Consideration would be given to integrate the NFCC programmes into the framework and the delivery model to be used.
 - Update paper on Leadership Management Framework to be presented to the next Committee meeting (captured under Item 15.1).
 - Key People priorities, resources, capacity and budget have been considered and included within the medium-term investment plan.
 - Intention to have the final plan development ready for implementation by the end of the year.
- 9.1.2 The Committee noted and welcomed the update and queried what detail would be presented at the next meeting. FR advised that an update on the proposed priorities would be provided with the full plan being available by the end of the year/early next year. FR commented on the involvement of the Portfolio Office in this Service wide programme, the importance of ensuring stakeholders involvement, agreement and delivery of key priorities.

- 9.1.3 The Committee queried how the Service were responding to HMFSI's inspection on Organisational Culture (Phase 1) and what consideration was being given to HMFSI's Phase 2 report. FR advised that the response to the HMFSI's recommendations would be more strategic as they are covered under the strategic priorities and existing projects. Once developed, the action plan would be submitted to the SLT for approval. FR noted that discussions had taken place with HMFSI on the proposed approach.
- 9.1.4 FR provided a verbal update on equality and diversity to the Committee, and the following key points were highlighted:
- Wholetime recruitment: Overview of the different approach adopted to promote and attract a more diverse candidate pool. This included raising awareness of the breadth of the firefighter role, various engagement events with a focus on gender or ethnicity, use of AI in promotional packs and shortlisting processes. Over 1600 applicants (12% female) were received and 346 candidates (16.5% female) were shortlisted. Next stage would include physical assessments and selection process. Introduction of pacer within fitness testing to ensure fairness.
 - Current wholetime female population was 6.54% with an average of 5.61% female intake from April 2024.
 - Further analysis would be undertaken on completion of the process to identify improvements for future campaigns and strengthen external partnerships.
 - Action Plan for recruitment and promotion processes to be developed with a further in-depth review next year in an effort to continue to introduce incremental changes to improve recruitment.
 - Interim restructure included the merger of the Talent Acquisition and Resourcing teams which brings the end-to-end process into one team and changes to remits for Deputy Heads within the People Directorate.
- 9.1.5 FR advised that the Group Commander process resulted in 68 applications (3 female), and 9 appointments (1 female) being made. Station Commander process resulted in 108 applicants, with 60 interviews and 15 appointments (1 female) being made.
- 9.1.6 The Committee noted the positive feedback from the engagement events and queried whether it was possible to confirm if attendees went on to apply. LG noted that may be possible but further analysis would have to be undertaken.
- 9.1.7 The Committee commented on the value of peer analysis and benchmarking with other public sector organisations. FR noted the challenges with direct comparison with peers but benchmarking would be considered through the NFCC.
- 9.1.8 **The Committee noted the verbal report.**

(S O'Donnell left the meeting at 1415 hrs)

10 TRAINING

10.1 Training Function Update and Performance Report Quarter 1 2025/26

- 10.1.1 CMcG, introduced RR who presented the high-level overview of the Training function activity and performance over Quarter 1 2025/26 and highlighted the following key points:
- Ongoing work of the NFCC's Operational Training and Exercise Group and the Tactical Firefighting Sub-group.
 - KPI26 (Core Skills Courses Currency) reported an overall increase. This has been aided by the performance of the team and introduction of Training Support Co-ordinator posts.
 - KPI25 (Incident Command Course Currency): Continues to increase with narrative provided on reasons for candidates not achieving the required standards.
 - KPI29 (Customer Satisfaction): Continues to increase.
- 10.1.2 In regard to Firefighter Safety (contaminant control) CPD, the Committee queried future plans and evaluation processes. RR advised that these events would become a rolling programme

and form part of business-as-usual activities. RR noted that work continues to investigate future needs and investment to develop contamination controls.

10.1.3 In regard to KPI25 (Incident Command Course Currency), the Committee queried how individuals out of currency would be captured, the level of risks this posed to the Service and potential impact on service delivery. RR noted that performance levels continue to increase and it was expected that this indicator would be re-baselined to the new normal. CMcG commented on the Service's acceptance of risk throughout the recovery period (up to 31 March 2026) and there would be a change in process from 1 April 2026. From the 1 April, additional measures would be taken to track and ensure individuals remain within currency.

10.1.4 In regard to instructor shortages, RR outlined the challenges in filling these posts, the temporary impact of Watch/Crew Commander processes, and the peripatetic use of staff to provide cover across all areas. CMcG reminded the Committee that, alongside the national instructor team, efforts are made to upskill individuals to an instructor level at watch based/local team role. As a result, during 2024/25, a total of 258 instructors were upskilled within the Service across a number of disciplines.

10.1.5 **The Committee scrutinised the report.**

10.2 Overview of ISO9001

10.2.1 RR introduced RC who presented the Committee with an overview of the ISO9001 Quality Management System within the Training Function. RC delivered a presentation which covered information relating to quality management principles, principles in action, external assurance and credit rating, recertification by strategic review and supporting strategy through quality management.

10.2.2 The Committee sought further information on the improvements made through the corrective action plans. RC advised that feedback received related to facilities, course structure and timings and these were dealt with at a local level or through longer term projects.

10.2.3 In regard to quality management systems within other parts of the organisation, RC noted that the principles of ISO9001 could be applied across the Service and could benefit other areas. JH reminded the Committee that the Safety and Assurance Function were looking at the 45001-quality management system and accreditation.

10.2.4 The Committee referred to discussions by other Committees on the oversight of external certifying bodies and accreditation across the organisation and proposed that this should be raised at the Integrated Governance Forum. (Captured under Item 15.2)

10.2.5 **The Committee noted the report.**

(R Crawford left the meeting 1445 hrs)

(I Bashir and S Free joined the meeting at 1445 hrs)

10.3 Training Service Asset Management Plan (TSAMP)

10.3.1 IB presented the Committee with the Training Service Asset Management Plan (TSAMP) for the management of property, fleet and equipment assets, to propose improvements and undertake annual reviews.

10.3.2 The Committee commented on the percentage of heavy fleet within the training function, particularly in the North Service Delivery Area, that is beyond the recommended age. IB noted that the TSAMP had raised awareness on the condition of rescue pumps within the training function and, as a result, approximately 10 new rescue pumps were due to be delivered this year. This would ensure that the Service maximises the use of these new rescue pumps.

- 10.3.3 The Committee noted and welcomed the articulation of the risk appetite within the report which had been used to inform discussions and decision-making. The Committee commented on the closed risk in relation to financial plans, the open risk around new ways to training the workforce and that all aspects of risk appetite need to be factored in. SF advised that he continues to work closely with RR to identify requirements for next year, prioritise risk within the organisation and progress projects as necessary. IB further advised that regular meetings were to be organised to continually review and consider the current and future needs of the Service. IB noted that work was ongoing to develop the 5-year capital plan which would include training needs.
- 10.3.4 CMcG commented positively on the content of the TSAMP which has provided a baseline on the current standards within the function. The TSAMP has increased visibility, impacted on decision making and investment to the betterment of the function. CMcG noted that emerging risk such as climate change, changes in demand, requirements for new skillsets and legislative change would be factored into future training needs.
- 10.3.5 IB advised that comparison with other fire and rescue services was not possible at this time as other services had limited asset governance functions.
- 10.3.6 **The Committee noted the report.**

*(I Bashir and S Free left the meeting at 1500 hrs)
(Meeting broke at 1500 hrs and reconvened at 1505 hrs)*

11 SAFETY AND ASSURANCE

11.1 Safety and Assurance Performance Report Quarter 1 2025/26

- 11.1.1 JH presented the Safety and Assurance Performance Report Quarter 1 2025/26 to provide an update on key projects of work across the function to support Safety and Assurance KPIs. The following key areas were highlighted:
- KPI51 (RIDDOR) was reporting an increase. No direct trends have been identified. Through investigation, some behavioural elements were linked, and appropriate actions have been put in place to prevent reoccurrence.
 - Key areas of focus included legislative compliance, review of guidance and regulatory changes.
 - Driver Safety Group updated noting the inclusion of low speed manoeuvres module within the TFOC with both technical and practical sessions.
 - Development of a generic risk assessments process for local training activities which could be adapted for specific locations.
- 11.1.2 In relation to how attacks on firefighters were recorded, the Committee suggested that consideration should be given to reporting actual numbers rather than percentages. Brief discussion took place on the research in this area, the prosecution of perpetrators and inclusion of additional details on how the Service were working with partner agencies. JH noted the comments and reminded the Committee that all personnel were encouraged to report any acts of violence under the Emergency Workers Act.
- 11.1.3 The Committee noted and welcomed the increased near miss reporting.
- 11.1.4 In regard to the near miss breathing apparatus incident, the Committee sought assurance that the Service were implementing the recommendations from Drager. JH advised that the phrasing within the report was misleading. The Service would implement Drager's recommendations but were also considering additional measures over and above the recommended actions.

11.1.5 The Committee scrutinised the report.

11.2 Contaminants Update

- 11.2.1 CMcG presented the report to the Committee to provide an update on the management of contaminants.
- 11.2.2 The Committee noted the NFCC Contaminants Project Group and queried how SFRS compared to other fire services and what learning had been gained. CMcG noted that SFRS were represented on various NFCC groups which extended beyond contaminants and this involvement was helping to drive national standards. CMcG advised that the SFRS were in a good position in comparison to other services and this had been helped by working in partnership with the FBU and Professor Stec. CMcG highlighted personnel's willingness to change behaviours and accept new practices.
- 11.2.3 JH advised that there was no formal benchmarking and progress varied across other fire services. JH noted that the Service would continue to progress work for the benefit and wellbeing of firefighters.
- 11.2.4 The Committee sought clarity on the roll out of equipment across the Service. CMcG noted that a Contaminants Group workshop had been held to discuss emerging issues, reprioritising of station requirements, locations of PPE stocks, etc. A fuller update would be brought to the next meeting to update on delivery against set targets and revised risk-based targets.

ACTION: CMcG

11.2.5 The Committee scrutinised the report.

11.3 Draft Safety and Assurance Annual Performance Report 2024-25

- 11.3.1 JH presented the report to the Committee to provide early sight of the Draft Safety and Assurance Annual Performance Report 2024-25 for scrutiny and feedback.
- 11.3.2 The Committee welcomed the opportunity to provide feedback and offered the following comments:
- Placement of the Near Miss section to be reconsidered and inclusion of standard definition to aid understanding.
 - Physical Attacks section to include messaging on the Service's non-tolerance and potential prosecutions, and partnership working with other emergency services.
 - Inconsistent presentation of data within the Number of Injuries (RIDDOR) graph to be reviewed.
- 11.3.3 JH noted the comments and would make amendments to the final version of the report, as necessary.
- 11.3.4 **The Committee scrutinised the report.**

12 AUDIT/INSPECTIONS

12.1 HMFSI Inspection Action Plans Update

- 12.1.1 JH presented the report updating the Committee on the progress against the action plans relating to HMFSI inspections. The following key points were highlighted:
- Mental Health and Wellbeing: Following transfer to the Safety and Assurance Function, the action plan would be reviewed, and target dates would be adjusted to March 2026.
 - Management of Health and Safety: An Operational Focus: Closing statement provided, action plan now completed.
 - Thematic inspection of Operational Assurance: Action plan was currently being developed.
- 12.1.2 JH confirmed that the revised timescale for the Mental Health and Wellbeing action plan has been discussed with HMFSI.

12.1.3 The Committee commented on the timescale since the Mental Health and Wellbeing report had been received and the completion of the revised action plan. The Committee noted their concerns on the prioritisation of the revision and completion of the action plan. JH offered his assurances that this was an area of importance and would be prioritised appropriately. JH reminded the Committee that work had already commenced and would be progressed as necessary.

12.1.4 **The Committee scrutinised the report.**

13 PEOPLE COMMITTEE RISK REGISTER

13.1 Committee Aligned Directorate Risk

13.1.1 FR and CMcG presented the Risk Report, identifying Directorate risks and controls pertinent to the business of the Committee. It was noted that there were 5 aligned risks reporting ratings of 15 or above. The following key points were highlighted:

- Two new risks have been identified. These relate to insufficient funding for strategic workforce development and the ability to attract and retain skill sets due to challenges with the current pay and reward framework.
- Risk POD020 relating to pensions: Wording to be amended to better reflect the risk due to SPPA capacity and plans rather than SFRS's capacity and plans.
- Future report would take cognisance of the transition of Health and Wellbeing and any new risks as a result of this.

13.1.2 In regard to TSA019, the Committee sought clarification on the control measures relating to the suitability review of Dundee Airport. CMcG advised that the Service had considered Dundee Airport as an alternative training facility, however the standard of welfare facilities were not sufficient. RR further advised that Asset Management were scheduled to install additional welfare facilities and works would conclude in Q4.

13.1.3 In regard to TSA018, the Committee noted that the first mitigation action was proposed to be closed and questioned whether the risk would now be reassessed. CMcG reminded the Committee that the control actions were not weighted, and some were more significant than others. CMcG noted that consideration was being given on how to present and prioritise actions within the register and that changes may be introduced in future reports.

13.1.4 **The Committee scrutinised the report.**

14 PARTNERSHIP WORKING

14.1 Employee Partnership Forum (EPF)

14.1.1 FR advised the Committee that the last scheduled meeting had been stood down.

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

14.2 Partnership Advisory Group (PAG)

14.2.1 The Committee were advised that the next meeting was scheduled on 18 September 2025 and the single agenda item related to Fight for 52.

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

15 FORWARD PLANNING

15.1 Committee Forward Plan Review

15.1.1 The Committee considered and noted the Forward Plan. The following items were identified:

- Leadership Management Framework (December 2025)
- Spotlight on Rural Firefighter Staffing (March 2026)

15.1.2 The Committee asked for consideration to be given to holding the meeting outwith Headquarters.

15.1.3 The Committee noted the Forward Plan.

15.2 Items for Consideration at Future Integrated Governance Forum (IGF), Board and Strategy Meetings

15.2.1 The Committee proposed that an item be taken to the IGF relating to ISO90001 and other related external assurance. It was noted that this was already captured on the IGF Forward Plan.

15.2.2 There were no other items identified.

16 REVIEW OF ACTIONS

16.1 CC confirmed that there was one formal action recorded during the meeting.

17 DATE OF NEXT MEETING

17.1 The next meeting is scheduled to take place on 11 December 2025.

17.2 There being no further matters to discuss, the public meeting closed at 1544 hrs.

REPORTS FOR INFORMATION ONLY:

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

- People Policy Review Schedule Update
- Training Continuous Improvement Programme – Update Report
- Training Function Policy Review Schedule
- Safety and Assurance Documents Forward Planning Schedule
- Health and Safety Policy (Annual Review)
- Learning and Development Update (Q1 2025-26)

(Public meeting broke at 1544 hrs and reconvened in Private session at 1546 hrs)

PRIVATE SESSION)

18 MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 5 JUNE 2025

18.1 The minutes of the private meeting held on 5 June 2025 were approved as a true record of the meeting.

19 PRIVATE ACTION LOG

19.1 The Committee noted that there were no outstanding actions.

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

20.1 The draft minutes of the RANSc meeting on 16 June 2025 had been circulated to the Committee and a verbal update from the meeting on 11 September 2025 was provided.

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

21 WELLBEING UPDATE

21.1 CMcG presented an update report to the Committee on the progress made in response to the Wellbeing Recovery Plan, following the identification of compliance risks related to health and wellbeing assessments within the Service.

21.2 **The Committee scrutinised the report.**

(J Holden left the meeting at 1600 hrs)

22 KEY CASE UPDATES 2024/25 – QUARTER 4

22.1 FR presented a report to provide the Committee with an overview of employee relations and employment litigation cases against the Service, including insight from case trends and case reviews.

22.2 The Committee scrutinised the report.

There being no further matters to discuss, the private meeting closed at 1618 hrs.

DRAFT



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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)**

PRESENT:

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

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

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Organisational Delivery
Jonathan Henderson (JH)	Director of Prevention
Rebecca Cameron (RB)	Statistical Analyst (Item 9.1 only)
Gregor Welsh (GW)	Business Intelligence and Data Services Manager (Item 9.1 only)
Andrew Kenna (AK)	Local Senior Officer, City of Glasgow
Jim Holden (AB)	Head of Safety and Assurance
Steven Campbell (SC)	Area Commander Training
Robert Scott (RS)	HMFSI
Kirsty Darwent (KD)	Chair of the Board
Chris Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow	Board Support Executive Assistant / Minutes

OBSERVERS

None

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

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.

3.2

The Chair advised that the previous private minutes (28 May 2025) had been included in the public session, noting that there was no sensitive information contained within them, to remove the need for a further private session.

4 DECLARATION OF INTERESTS

4.1 For transparency, the following declarations were made during the meeting:

- Angiolina Foster, Chair of Public Health Scotland (Item 7.1)
- Tim Wright, Past consultant with Edinburgh Futures Institute (Item 9.1)
- Paul Stollard, Chair and Trustee Director of Institution of Fire Engineers (Item 11)

4.2 No further declaration of interests were declared.

5 MINUTES OF PREVIOUS MEETING: 28 MAY 2025

Public Meeting: 28 May 2025

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

Private Meeting: 28 May 2025

5.2.1 The minutes were agreed as an accurate record of the private meeting subject to the undernoted amendments.

Matters Arising

5.3.1 The Committee requested that the Evaluation Programme (HFSV and wider prevention activities) should be added to the forward plan for a future meeting (captured under Item 12.1). There were no other matters arising.

5.4 **The minute of both the public and private meetings held on 28 May 2025 were approved as a true record of the meetings.**

6 ACTION LOG

6.1 There were no outstanding actions on the action log.

7 SERVICE DELIVERY UPDATE

7.1 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 from May to August 2025, albeit some issues may precede and extend beyond this period.

7.2 In regard to the locations of the 10 All Terrain Vehicles (ATV), DF advised that the Wildfire Strategy identified the need for investment and as a result 10 Tier 3 wildfire stations were identified. These are predominately based within areas of highest risk of wildfires. Other factors considered included existing capabilities/skill sets, distribution of specialist skills, storage facilities, transport networks and ability to support local and wider areas and Tier 2 stations. It was noted that the current approach remained under review. DF noted, as part of the National Users Groups, each specialism had forums which allows station-based personnel and partners to discuss, collaborate and monitor risk and demands. DF further noted that the Service remained committed to ensuring specialist resources remained fit for purpose, maintaining awareness of evolving technologies and continuing to work with partners on effective prevention measures.

7.3 The Committee commented on the increased political interest following the publication of the recent Wildfire Inspection report. AW advised that the Service had responded to all enquiries, noting that a further enquiry had been received from the First Minister's office, and that a briefing meeting with an MP was scheduled next week.

- 7.4 In regard to the appraisal training for all Watch Commanders within the East SDA, DF confirmed that the training had been successfully delivered, however no evaluations had been undertaken yet. DF outlined the proposal for evaluation of the impact of this training and other wider issues at the performance and standards workshop scheduled for November 2025.
- 7.5 The Committee commented on and welcomed the informative wildfire briefing information which was shared with the Board. It was felt that this provided a helpful insight and greater understanding of the pressures placed on the Service over the 4/5 day period.
- 7.6 In regard to reviewing of Local Plans alongside the Service Delivery Review (SDR), RW noted that work had been undertaken with Service Delivery colleagues to streamline the process to reduce the burden on Local Senior Officers (LSO). To avoid any prejudgements, work would not commence before SDR had been completed. It was anticipated that this process was expected to be finalised by March 2026, at the earliest and would be dependent on local authority scrutiny arrangements.
- 7.7 Brief discussion took place on the Service's approach to horizon scanning and innovation. DF outlined the work of the recently convened Innovation and Performance Management Team and their future direction. In addition, as strategic innovation lead, JH provided further information on the structured and collaborative approach to innovation being undertaken. JH outlined the 3 individual strands of this work, which were academic research/partnerships, replacement of existing equipment and procurement of new technology. JH offered to provide a future update to the Committee in due course.
- 7.8 In regard to local partnership working, the Committee queried how the Service could learn and replicate successes nationally. DF noted that there were clear pathways for sharing and evaluating good practice/local initiatives for potential wider roll out.
- 7.9 In regard to eyesight and fitness standards for On Call personnel, it was noted that the NFCC's Strategic On Call Group were reviewing the standards required for all roles. DF highlighted the progress of the On Call Improvement Programme, in particular the modular task and task management, local fitness testing and practical selection and the adoption of bank working for various pilots.
- 7.10 In relation to fire safety for short term lets, the Committee commented on the shortage of guidance from Scottish Government (SG) and queried whether the Service could be more pro-active in this area. JH noted that the Service were actively engaging with SG, via the Sponsor Unit, on the need for guidance for short term lets. JH further noted that guidance was available internally to all auditing and inspecting officers to ensure that consistency was being applied, however this had not been developed into a formal written document to replace the existing guidance from SG.
- 7.11 JH confirmed that initial learning reviews were undertaken, along with partner agencies, following every fatal fire and supplemented the existing case conferences process.
- 7.12 In regard to Unwanted Fire Alarm Signals (UFAS) exemption requests, JH confirmed that the policy was and would continue to be applied in a consistent manner.
- 7.13 In regard to the increase in fire safety enforcement notices being issued, JH noted that the audit process is based on a risk-based inspection programme, in particular high-risk premises. JH further noted that no specific trend analysis was yet available, but updates could be considered in the future.
- 7.14 In regard to CPD events, JH noted that consideration could be given to recording and publishing these events for personnel to access.

7.15 In regard to the launch of Workforce Pro during Q1, AW noted that this system allowed for accurate recording of training modules undertaken by non-uniformed personnel and anticipated that the completion percentage rate would continue to increase.

7.16 AW confirmed that ATV driving training was provided to relevant stations.

7.17 **The Committee scrutinised the report.**

7.2 **Local Senior Officer (LSO) Performance Overview**

7.2.1 AK provided an overview of City of Glasgow (CoG) LSO area and highlighted the following.

- Glasgow, Scotland's most populous city, comprises 23 ward areas, structured into three sectors, North-East, North-West, and South which aligns with Glasgow City Council's governance model.
- Strong and constructive relationships with Glasgow City Council's Chief Executive, Police Scotland and Scottish Ambulance Service.
- Structured scrutiny through the Glasgow Safe Partnership forum alongside Police Scotland, Wheatley Group, Neighbourhood Regeneration & Sustainability, the Health & Social Care Partnership, Voluntary Sector and elected members. This scrutiny forum is distinct from all other local authority areas.
- Reduction in accidental dwelling fires reported in this quarter, which was the lowest in 4 years.
- UFAS incidents have reduced, which was the lowest in 4 years and represents a reduction of 70%.
- Deliberate fire setting had risen during this quarter, which follows 6 consecutive quarters of lower incident numbers. This could be attributed to the warmer weather.
- Member of the Strategic Community Planning Partnership (CPP). The current local outcome improvement plan focuses on tackling family poverty and reducing inequalities and have identified 5 key enabler themes.
- Attendance at the Community Justice Partnership and Glasgow/East Dunbartonshire Local Resilience Partnership.
- Team structure includes one Area Commander, 4 Group Commanders, 8 Station Commanders, one civil contingencies officer, people advisor and business support team.
- Overview of youth and community engagement notably the Police, Ambulance and Fire Service (PAFS) programme, development of a youth engagement strategy, road safety initiative focussed on electric bikes, various community initiatives and charity events.
- Overview of Sector structures and operational focus. Activities highlighted included regular/external operational training, equipment and station audits, scheduled staff engagement, health, safety and wellbeing activities, voluntary leadership development sessions.
- Service Delivery Review remains a major focus, but limited unrest has been experienced. This is due to ongoing constructive engagement with staff, local FBU reps, elected members and partners, as well as the previous temporary withdrawal of appliances and no proposed changes to the shift patterns.
- LSO leadership team and staff continue to deliver and serve Glasgow's communities with professionalism, commitment and resilience.

7.2.2 In relation to the leaner management structure, AK noted that adjustments had been necessary to realign the structure to maximise efficiency and effectiveness. AK advised that he had the flexibility to implement the necessary changes in his area.

7.2.3 The Committee queried how the content and delivery methods for local initiatives were developed ie were they drawn from national frameworks or locally driven. AK noted that

the youth engagement strategy was still in its early stage. The strategy would be built in collaboration with key partners and be tailored for the needs of the local communities.

- 7.2.4 AK commented on the importance of visibility in his role as LSO and would offer this advice to other officers.
- 7.2.5 In relation to SDR, AK commented on the recent constructive and positive engagement with elected members, Chief Executive and subsequent scrutiny meeting.
- 7.2.6 In relation to congestion charges and low emission zones, AK noted that discussions were continuing around any impact for personnel.
- 7.2.7 **The Committee noted the verbal update.**

8 INSPECTIONS/AUDITS

8.1 UPDATE FROM HM FIRE SERVICE INSPECTORATE

- 8.1.1 RS presented the report to the Committee to provide an update on His Majesty's Fire Service Inspectorate (HMFSI) inspection and reporting activity. The following key points were highlighted:
- North Service Delivery Area (SDA) Inspection was laid in Parliament on 25 June 2025. All 3 SDA inspections had now been completed. Some recommendations arising from this inspection were similar to issues raised in the West and East. Some unique challenges and capital estate issues within the North. Inspection report called on SG to consider financial investment and multi-year budgets to aid planning.
 - Discussions had taken place on sharing of draft action plans with HMFSI for comment and to ensure that recommendations were being sufficiently addressed.
 - Thematic Inspection of Organisational Culture (Volume 1) was laid in Parliament on 18 June 2025. This inspection focused on policies and procedures and training to support culture within the Service.
 - Thematic Inspection of Organisational Culture (Volume 2) terms of reference were currently being drafted. It was anticipated that fieldwork would be carried out towards the end of 2025, and the finalised report would be published in summer 2026.
 - Thematic Inspection of Operational Assurance had been delayed and would be laid in Parliament in September 2025.
 - Overview of the pending changes within the HMFSI Team.
 - Fieldwork was underway for the Thematic Inspection of Operational Training and Development and anticipated publication of the final report in April/May 2026.
 - Focussed inspection on the Service's Preparedness for the Commonwealth Games 2026.
 - Future revisiting of the 2022 High Rise Inspections to review and consider the Service's progress against the original recommendations.
 - HMFSI's attendance at Service Delivery Review public consultation events noting the Service's informative presentation and engagement with members of the public.
- 8.1.2 Following the completion of the 3 SDA inspections, RS advised that the next steps would be to review the corporate element in relation to service delivery and a review of the recommendations from the 3 SDA inspections. Following this, there was the potential to commence the SDA inspections again or alternatively, undertake a focussed themed joint inspection with partners relating to public sector reform.
- 8.1.3 It was noted that the Organisational Culture (Volume 1) would be submitted to a future People Committee, however the Committee questioned whether there were any service delivery implications within the report. It was agreed that this would be taken to the Integrated Governance Forum for consideration.

8.1.4 The Committee commented on the inconsistent application of policies and the limited quality assurance being undertaken. RS noted that the attrition rate of managers and development of new managers may have impact on consistency/quality assurance process. RW further noted that a clearer and more streamlined approach for all policies and procedures would reduce unnecessary complexity and help to improve clarity and consistency.

8.1.5 Brief discussion took place on the public sector reform impacting on future scrutiny work, the potential for cross sector/amalgamation of inspectors and the need to maintain sector competences across all 4 areas.

8.1.6 **The Committee noted the report.**

8.2 HMFSI Inspection Action Plan Update

8.2.1 RW presented the Committee with an update report on HMFSI inspection action plans for scrutiny. The following key points were highlighted:

- East Service Delivery Area: Complete and closing statement would be presented to the next meeting.
- West Service Delivery Area: Four actions were complete, and 13 actions (5 Green, 7 Amber) remain outstanding. Overall Amber rating (80% complete).
- Closing position statements were provided for Firefighting in High Rise Buildings, Climate Change and Contingency Planning Industrial Action.
- North SDA Inspection Action Plan was under development. It was scheduled to be presented to the Strategic Leadership Team in September 2025 and the Committee in November 2025.

8.2.2 RW confirmed that, similar to the issues raised within the East SDA Inspection, due regard would be given to dignified facilities, decontamination and reinforced autoclaved aerated concrete (RAAC) within the West SDA.

8.2.3 In relation to the dedicated Wildfire pages on the SFRS website, it was confirmed that the Service had the ability to track activity levels on these pages and there was also information available via a Power BI dashboard.

8.2.4 RS noted the progress being made on recommendations and, therefore the improvements within the Service. RS highlighted the value of his attendance at this Committee and the Audit and Risk Assurance Committee, which afforded him regular updates on progress against action plans.

8.2.5 **The Committee scrutinised the report.**

(R Cameron and G Welsh joined the meeting at 1135 hrs)

(Robert Scott left the meeting at 1135 hrs)

(Meeting broke at 1135hrs and reconvened 1140 hrs)

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 Quarterly Performance Report for Q1 2025-26

9.1.1 The Chair advised that the report would be taken as read by the Committee members and subsequently moved straight to questions.

9.1.2 The Committee noted the above target performance on deliberate refuse and vehicle fires whilst the accidental refuse and vehicle fires were closer to target and queried whether there was any connection between the two incident types. DF advised that the increase in accidental refuse and vehicle fires were driven primarily by the increase in accidental refuse fires. Accidental vehicle fires remain stable across Scotland. Deliberate refuse fire and vehicle fires were both decreasing at similar rates. It was confirmed that there was no change in the data collection process and appropriate training/guidance continued

to be provided to individuals responsible for inputting the data. However, it was recognised that interpretation of accidental or deliberate, by those entering the data, may differ.

- 9.1.3 In relation to Home Fire Safety Visits (HFSV), the Committee noted the reduction in visits being undertaken and sought assurance on the confidence levels of the data being recorded. The Committee sought clarification on the lack of data being captured for KPI7 (High Risk) and KPI8 (Partner Referrals).
- 9.1.4 JH reminded the Committee that the target figure was no longer relevant as the Service had transitioned to a risk-based approach and as such, the number of visits conducted would decrease. JH advised that, although a decrease in visit numbers had been expected, the overall numbers for Q1 were lower than anticipated. JH provided a brief update on the new app-based recording system and the issues related to data capturing which had still to be resolved. One of these issues included the inability to separately capture any partnership referrals being received. JH offered his assurance to the Committee that the Service were still conducting HFSV, targeting high risk individuals and receiving/undertaking partnership referrals. JH outlined the engagement being undertaken to ensure that partners were updated on progress with the new app and the interim process currently in place.
- 9.1.5 The Committee sought assurance from the Digital and Technology Services (DaTS) function on their ability and commitment to deliver the full functioning app. JH advised that the latest position update was that full delivery of the app was close.
- 9.1.6 The Committee queried how the Service would be able to measure “what good looks like” if there were no defined targets. JH reminded the Committee that the Service were fully embedded in prevention work and would continue to work with partners to understand the needs of local communities in order to provide the services required. JH noted the future integration of the Community Safety Engagement team into the Edinburgh Futures Institute.
- 9.1.7 During this discussion, TW declared an interest in the Edinburgh Future Institute (recorded under Item 4).
- 9.1.8 In relation to the increase in KPI12 (total incidents) and KPI13 (non-refuse secondary fires), DF noted that the spike was attributable to seasonal trends and the traditional increase in outdoor fire incidents during Q1. DF further noted that this trend was now easier to see due to the removal of UFAS incidents.
- 9.1.9 In relation to KPI11 (accidental dwelling fires classed as high severity fires), DF advised that discussions were taking place on the definition of high severity as the criteria was no longer fit for purpose. Noting the review of this indicator, the Committee asked for consideration to be given to the reporting metric, ie percentage, and whether this remained appropriate.
- 9.1.10 In relation to KPI14 (Median Response Time to Life Risk Incidents – National), the Committee noted the different factors which contribute to the overall response time and queried any potential implications arising from the SDR. AW noted the intention for an awareness session to be provided to the full Board to enhance their understanding at the upcoming Board/SLT Strategic Development Days.
- 9.1.11 In relation to the statement that “Performance statements are not presented as we transition performance reporting to the SFRS Strategy 2025-28”, GW provided a brief explanation and management decision on the reasoning for this. The Committee, whilst noting the explanation, highlighted the importance of the summary statements and requested that they are included within the next report.

9.1.12 **The Committee scrutinised the report.**

(R Cameron and G Welsh left the meeting at 1208 hrs.)

10 SERVICE DELIVERY RISK REGISTER

10.1 Committee Aligned Directorate Risks

10.1.1 AW presented a report to the Committee containing the identified Directorate risks and controls aligned to the business of the Committee. The report provided information on the 6 risks rated 15 or above.

10.1.2 In relation to Risk SD001 and the control actions for the procurement of Disaster Recovery System, AW advised that this had not yet been resolved. Brief background and outline of the current position was provided. It was noted that the disaster recovery system related to the mobilising ability rather than cyber security. It was further noted that the introduction of the new mobilising system would negate the need for this system.

10.1.3 In relation to Risk SPPC016, RW provided a brief update on the Home Office's Fire and Rescue Data and Analytical Platform (FARDAP). Due to the project being subject to delay, the Home Office were now involved and funding the resolution.

10.1.4 In relation to Risk SPPC001, RW provided a brief update on work undertaken with an external provider in terms of confidence in data. RW noted that the DaTS Strategy, which was approved by the SLT, would be presented at the next Board Strategy Day (September). RW commented on the development of the performance management framework, data governance assurance processes and the future implementation through an approved programme of works.

10.1.5 In relation to Risk SD004, DF advised that the document conversion project had been completed, and appropriate processes were now in place, therefore the risk rating would now reduce.

10.1.6 The Committee requested that consideration be given to the accuracy of dates, clearer narrative/implications if actions are linked and potential timescale for any reduction in risk ratings.

10.1.7 **The Committee scrutinised the report.**

11 GRENFELL REPORT UPDATE

11.1 JH provided a verbal update to the Committee, and the following key points were highlighted:

- All outstanding recommendations were being addressed through the High-Rise Improvement Group and business as usual routes.
- Personal Evacuation Plans: Shared SG and Service's approach to move towards a person-centred fire risk assessment for vulnerable people. Currently waiting for legislation.
- Led recent engagement campaign, on behalf of the Ministerial Working Group, for high rise communities to help raise awareness.
- Working with Scottish Resilience Partnership to develop and test the concept of operations relating to mass evacuation, decanting complex and/or high-rise buildings.
- Risk PPP005 (insufficient levels of qualified and skilled fire engineering resources) currently trending to a reduced rating of 12 with 6 individuals undertaking training over the next 3 years. Overview of the work being undertaken to develop a suite of course/academic qualifications which would be overlayed onto the Protection Competency Framework.

- 11.2 During this discussion, PS declared an interest as the Chair of the Institution of Fire Engineers (recorded under Item 4).
- 11.3 The Committee noted and welcomed the Service's involvement but recognised that this would be a long process over several years.

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

12 FORWARD PLANNING

12.1 Committee Forward Plan

- 12.1.1 The Committee noted the forward plan and added the following items:
- Evaluation Programme for HFSV and Wider Prevention Activities (as discussed at previous meeting).
 - Response Times to be added for the next meeting (25 November 2025). Consideration was being given for this issue to be taken to the Board/SLT Strategic Development Days, if so, this would be removed from the Committee's Forward Plan.
- 12.2 **Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings**
- 12.2.1 The following item would be taken to a future IGF meeting:
- Organisational Culture report: To consider whether there were any specific SDC areas and co-ordination across Committees.

13 REVIEW OF ACTIONS

- 13.1 CC confirmed that there were no actions arising during the meeting.

14 DATE OF NEXT MEETING

- 14.1 The next meeting is scheduled to take place on Tuesday 25 November 2025. The Committee discussed and proposed Ayr as the location for the next meeting.
- 14.2 There being no further matters to discuss, the public meeting closed at 1240 hours.

REPORTS FOR INFORMATION ONLY:

- The following reports were provided for information only were taken as read.
- Clinical Governance Annual Report
 - Museum of Fire Evaluation

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/BS/01-25

Agenda Item: 11

Report to:	THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 OCTOBER 2025						
Report Title:	BOARD FORWARD PLAN SCHEDULE 2026-27						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to present a proposed schedule of Board and Committee related meeting dates and Board Forward Plan covering the period up to March 2027. This has been provided in as timely a manner as possible to allow Board Members to plan their forward schedules and enable the Strategic Leadership Team (SLT) and Corporate Boards/Groups to schedule their meetings in order to service the Board and its Committees.						
2	Background						
2.1	To support the business needs and time commitments of the Board, forward plans have been devised to outline the proposed frequency and pattern of meetings for the Scottish Fire and Rescue Service (SFRS) Board and its Committees. The cycle of meeting dates has been selected to ensure, as far as practicable, that they align with the outputs of the Service's annual planning cycle (eg Annual Operating Plan), including performance monitoring and reporting periods, annual budget setting and the preparation of the annual report and accounts.						
2.2	The forward plans and arrangements for regular reviewing of these are intended to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.						
3	Main Report/Detail						
3.1	The proposed schedule of meetings (Appendix A) and Board Forward Plan 2026-27 (Appendix B) outline proposals until March 2027. This does not preclude the Board from considering any other strategic issues it wishes or to vary the forward plan to fulfil its functions and maintain a focus on strategy, performance and behaviour. The Board and Committee Forward Plans and Strategy/Information/Development Day programmes are also routinely reviewed by the SLT on a monthly basis to ensure the strategic needs of the Board, and the assurances they can be offered, continue to meet their expectations.						
3.2	The use of virtual meeting technology has brought positive change, for example supporting attendance and productivity of Board/Committee meetings, limiting the need to travel with its associated time and cost, and helping to make a contribution towards the reduction in carbon emissions. Therefore, the proposal for the 2026-27 schedule (Appendix A) will look to balance the number of 'in person' and virtual meetings and that by adopting this hybrid approach we can also provide our stakeholders with different options to attend our public meetings.						

3.3	The Board Forward Plan (Appendix B) should be reviewed to ensure that the business being brought forward to the Board is strategic in nature and aligning with the Service's governance policies, procedures and priorities.
4	Recommendation
4.1	The Board are invited to approve the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2026-27 along with the arrangements for reviewing these.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Register
5.1.1	The proposed schedule requires to be administered and managed effectively to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.
5.2	Financial
5.2.1	The Head of Governance, Strategy and Performance and Board Support Manager monitor financial implications arising from Board activities and liaise with Finance Business Partners to ensure appropriate budget considerations.
5.2.2	Consideration has been given within the schedule for the provision of financial reporting to allow for effective scrutiny.
5.3	Environmental & Sustainability
5.3.1	There are no environmental or sustainability implications arising from this report.
5.4	Workforce
5.4.1	The review and publication of these documents will assist personnel when performing their role of directing, controlling and leading the SFRS in an effective and efficient manner.
5.5	Health & Safety
5.5.1	There are no Health and Safety implications arising from this report.
5.6	Health & Wellbeing
5.6.1	There are no Health and Wellbeing implications arising from this report.
5.7	Training
5.7.1	Board Members are given the opportunity to access Workforce Pro, the SFRS online learning platform and also to attend training days, workshops and effectiveness/development/information days, together with anything else which supports them to develop in their role, in order to perform as effectively as possible.
5.8	Timing
5.8.1	This report has been produced timeously to allow Board Members and the SLT to forward plan, taking both diary scheduling and SFRS business into account.
5.8.2	The cycle of meeting dates contained within Appendix A has been devised to ensure, as far as practicable, that the timings align with the availability of information and statutory requirements.
5.9	Performance
5.9.1	Consideration has been given within the schedule for the provision of performance reporting to allow for effective scrutiny.

5.10	Communications & Engagement	
5.10.1	Engagement has taken place with functions to ensure the schedule best meets the timeframes of when information will be available. The detail within this report has been developed by the Board Support Team in consultation with the Director of Strategic Planning, Performance and Communications and Head of Governance, Strategy and Performance, and presented within this report to the Board for their consideration and approval, subject to any amendments.	
5.10.2	The dates of Board and Committee meetings will be published on the SFRS website.	
5.11	Legal	
5.11.1	The detail contained within this report is intended to assist the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.	
5.11.2	The Fire (Scotland) Act 2005, Schedule 1A, paragraph 11, entitled Public Access requires the Scottish Fire and Rescue Service to ensure the following: "SFRS must ensure that its proceedings and those of its committees and sub-committees are held in public".	
5.11.3	SFRS has appropriate measures in place for members of the public to be able to join public meetings of the SFRS either 'in person' or via virtual technology.	
5.11.4	Access to minutes and papers of the scheduled public meetings will continue to be made available within our website, endeavouring to ensure complete transparency.	
5.12	Information Governance	
5.12.1	DPIA completed Yes /No. If not applicable state reasons.	
5.12.2	<i>DPIA not applicable as no personal information is contained within this report.</i>	
5.13	Equalities	
5.13.1	EHRIA completed Yes /No. If not applicable state reasons.	
5.13.2	<i>Covered by the SFRS Corporate Governance Arrangements 2025 EHRIA.</i>	
5.14	Service Delivery	
5.14.1	There are no Service Delivery implications arising from this report.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications asked the SFRS Board to approve a proposal setting out a meetings schedule for the Board and its Committees and Board Forward Plan until March 2027. These set out the Board's programme of scrutiny and key decisions for 2026-27, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	
7	Assurance (Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Arrangements for devising an appropriate schedule of meetings and forward plan for the SFRS Board and its Committees have been embedded in SFRS governance structures for a number

		of years and have proved effective. Feedback is sought and any perceived weaknesses or anomalies requiring updating are identified and strengthened as part of that process.
8	Appendices/Further Reading	
8.1	Appendix A – SFRS Board Meetings Schedule 2026-27	
8.2	Appendix B – SFRS Draft Board Forward Plan 2026-27	
Prepared by:		Christopher Casey, Group Commander, Board Support Manager
Sponsored by:		Richard Whetton, Head of Governance, Strategy and Performance
Presented by:		Mark McAteer, Director of Strategic Planning, Performance and Communications
Links to Strategy and Corporate Values		
Scottish Fire and Rescue Service Strategy 2025-2028 Fire and Rescue Framework		
Governance Route for Report		Meeting Date
<i>SFRS Board</i>		<i>30 October 2025</i>
		<i>For Decision</i>

Meeting Dates 2026/27																												
	Mar-26		Apr-26		May-26		Jun-26		Jul-26		Aug-26		Sep-26		Oct-26		Nov-26		Dec-26		Jan-27		Feb-27		Mar-27			
Monday																											Monday	
Tuesday													1							1								Tuesday
Wednesday			1						1				2							2								Wednesday
Thursday			2						2	Chairs (Inf)			3	ARAC W(S)	1				3	SDC								Thursday
Friday			3		1				3				4		2				4		1							Friday
Saturday			4		2				4		1		5		3				5		2							Saturday
Sunday	1		5		3				5		2		6		4		1		6		3							Sunday
Monday	2		6		4		1		6		3		7		5		2		7		4		1			1		Monday
Tuesday	3		7		5		2		7		4		8		6		3		8		5		2			2		Tuesday
Wednesday	4		8		6		3		8		5		9		7		4		9		6		3	SDC (AGW)	3			Wednesday
Thursday	5	PC/RANSC	9	ARAC/IGF	7		4	SDC	9		6	SPCC	10	SDC	8	BO Session	5		10	PC/RANSC	7		4	SPCC	4	SDC		Thursday
Friday	6		10		8		5		10		7		11		9		6		11		8		5		5			Friday
Saturday	7		11		9		6		11		8		12		10		7		12		9		6		6			Saturday
Sunday	8		12		10		7		12		9		13		11		8		13		10		7		7			Sunday
Monday	9		13		11		8		13		10		14		12		9		14		11		8		8			Monday
Tuesday	10		14		12		9		14		11		15		13		10		15		12		9		9			Tuesday
Wednesday	11		15		13		10		15		12		16		14		11		16		13		10	PC/RANSc (AGW)	10			Wednesday
Thursday	12		16	BO Session	14	SPCC	11		16	ARAC/IGF	13		17	PC/RANSC	15	PC/RANSc (WS)	12	SPCC	17	Board	14	SPCC (AGW)	11	Board (Prov)	11			Thursday
Friday	13		17		15		12		17		14		18		16		13		18		15		12		12			Friday
Saturday	14		18		16		13		18		15		19		17		14		19		16		13		13			Saturday
Sunday	15		19		17		14		19		16		20		18		15		20		17		14		14			Sunday
Monday	16		20		18		15		20		17		21		19		16		21		18		15		15			Monday
Tuesday	17		21		19		16		21		18		22		20	ARAC/IGF	17		22		19	Chair (Inf)	16		16			Tuesday
Wednesday	18	SPCC (NMS)	22		20		17		22		19		23		21		18		23		20		17		17			Wednesday
Thursday	19		23		21		18	PC/RANSC	23		20	SDC (WS)	24	SD	22		19		24		21	ARAC/IGF	18	ARAC (AGW)	18	PC/RANSC		Thursday
Friday	20		24		22		19		24		21		25		23		20		25		22		19		19			Friday
Saturday	21		25		23		20		25		22		26		24		21		26		23		20		20			Saturday
Sunday	22		26		24		21		26		23		27		25		22		27		24		21		21			Sunday
Monday	23		27		25		22		27		24		28		26		23		28		25		22		22			Monday
Tuesday	24		28		26		23		28		25	Kilbirnie St	29	SPCC (WS)	27		24		29		26		23		23			Tuesday
Wednesday	25		29		27		24		29		26		30		28		25		30		27		24		24			Wednesday
Thursday	26	Board*	30	Board	28	SD	25	Board	30	SD	27	Board			29	Board**	26	SD	31		28	SD	25	SD	25	Board*		Thursday
Friday	27	Cheapside			29		26		31		28				30		27				29		26		26	Cheapside Alt		Friday
Saturday	28				30		27				29				31		28				30		27		27	Cheapside		Saturday
Sunday	29				31		28				30						29				31		28		28			Sunday
Monday	30						29				31						30									29		Monday
Tuesday	31						30																			30		Tuesday
Wednesday																										31		Wednesday
Thursday																												Thursday
Friday																												Friday

Virtual meetings * Physical meeting due to Budgets, ** Physical meeting due to Annual Accounts

Full Board Meeting (Board)
Audit & Risk Assurance Committee (ARAC)
Integrated Governance Forum (IGF)

Public Meeting: 1000 hrs start

Public Meeting: 1000 hrs start

Private meeting: 1400 hrs start

Service Delivery Committee (SDC)
Remuneration, Appointments and Nominations Sub-Committee (RANSC)
People Committee (PC)

Public Meeting: 1000 hrs start

Private Meeting: 1000 hrs start

Public Meeting: 1300 hrs start

Change Committee (CC)
Strategy/Development/ Information Day (SD)
Board/SLT Strategic Planning Day (SP Day)

Public Meeting: 1000 hrs start

Private Meeting: 1000 hrs start

Private Meeting

Other Events:

XXX (AGW) - Committee Annual Governance Workshop

XXX (WS) - Committee Mid Year Workshop (Provisional Dates)

BO Session - Board Only Session (Provisional Dates)

Dev Days - Board/SLT Development Days

Chairs (Inf) - Board/Cmt Chairs Informal Meeting

Cheapside Street Anniversary (28 March)

Kilbirnie Street Anniversary (25 August)

APPENDIX B

30 April 2026	• Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting	<u>Standing/Regular Reports</u> • <u>New Business</u> •	<u>Standing/Regular Reports</u> • <u>New Business</u> •	<u>Standing/Regular Reports</u> • <u>New Business</u> •	<u>Standing/Regular Reports</u> • Annual Governance Review • Internal Audit Annual Audit 2026/27 <u>New Business</u> •
25 June 2026	• Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports & RCG Approved Minutes • Risk Themes • Forward Plan • Date of Next Meeting	<u>Standing/Regular Reports</u> <u>New Business</u> •	<u>Standing/Regular Reports</u> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2025/26 Q4 • Arrangements and Outcomes of Annual Review – Effectiveness of Board • Annual Operating Plan Progress update Q4 <u>New Business</u> • Annual Employer's Liability Claim Update	<u>Standing/Regular Reports</u> • <u>New Business</u> •	<u>Standing/Regular Reports</u> • Debt Write Off 2024-25 <u>New Business</u> •
27 August 2026	• Chair's Welcome • Apologies	<u>Standing/Regular Reports</u> • ARAC Committee Annual Report to Accountable Officer	<u>Standing/Regular Reports</u> • Resource Budget Monitoring Report • Capital Budget Monitoring Report	<u>Standing/Regular Reports</u> •	<u>Standing/Regular Reports</u> • Annual Performance Review 2025/2026 • Annual Procurement Report 2025/26

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	- Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Minutes - Action Log - Decision Log - Chair's Report - Chief Officer's Report - Committee Reports & RCG Approved Minutes - Risk Themes - Forward Plan - Date of Next Meeting	<u>New Business</u>	- Quarterly Performance Report 2026/27 Q1 <u>New Business</u> - SFRS Working in Partnership 2025/26	<u>New Business</u>	<u>New Business</u>
29 October 2026	- Chair's Welcome - Apologies - Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Minutes - Action Log - Decision Log - Chair's Report - Chief Officer's Report - Committee Reports & RCG Approved Minutes - Risk Themes - Forward Plan - Date of Next Meeting	<u>Standing/Regular Reports</u> - SFRS/Anthony Nolan Partnership Annual Report <u>New Business</u>	<u>Standing/Regular Reports</u> - Resource Budget Monitoring Report - Capital Budget Monitoring Report - Capital Budget Outturn Report 2025/26 - Resource Budget Outturn Report 2025/26 <u>New Business</u>	<u>Standing/Regular Reports</u> <u>New Business</u>	<u>Standing/Regular Reports</u> - Board Forward Plan Schedule 2027/28 - Draft Annual Report and Accounts 2025/26 (PRIVATE) <u>New Business</u>
17 December 2025	- Chair's Welcome - Apologies	<u>Standing/Regular Reports</u> - HS Policy and Policy Statement	<u>Standing/Regular Reports</u> - Resource Budget Monitoring Report - Capital Budget Monitoring Report	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	- Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Minutes - Action Log - Decision Log - Chair's Report - Chief Officer's Report - Committee Reports - Risk Themes - Forward Plan - Date of Next Meeting	<u>New Business</u>	- Quarterly Performance Report 2026/27 Q2 - Health and Safety Annual Report 2025/26 - Annual Operating Plan Progress update Q1 & Q2 <u>New Business</u>	<u>New Business</u>	<u>New Business</u>
25 March 2027	- Chair's Welcome - Apologies - Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Minutes - Action Log - Decision Log - Chair's Report - Chief Officer's Report - Committee Reports & RCG Approved Minutes - Risk Themes - Forward Plan - Date of Next Meeting	<u>Standing/Regular Reports</u> - Corporate Parenting Plan Annual Update <u>New Business</u>	<u>Standing/Regular Reports</u> - Resource Budget Monitoring Report - Capital Budget Monitoring Report - Quarterly Performance Report 2026/27 Q3 - Annual Operating Plan Progress update Q3 <u>New Business</u>	<u>Standing/Regular Reports</u> <u>New Business</u>	<u>Standing/Regular Reports</u> - Resource Budget 2027/28 - Capital Programme 2025-2028 <u>New Business</u>

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No: B/FCS/16-25

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 OCTOBER 2025						
Report Title:	ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1ST APRIL 2024 -31ST MARCH 2025						
Report Classification:	For Approval	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To provide the Board for approval, the Annual Procurement Report for the period 1 st April 2024 – 31 st March 2025, which the Scottish Fire and Rescue Service (SFRS) is required to prepare and publish under the requirements of the Procurement Reform (Scotland) Act 2014.						
2	Background						
2.1	The Procurement Reform (Scotland) Act 2014 (“the Act”) provides a national legislative framework and states obligations for Scottish public bodies such as a sustainable procurement duty, community benefits requirements and additional duties that affect lower threshold procurement exercise referred to as “regulated procurements”.						
2.2	The Act requires contracting authorities with regulated procurement activity of £5 million or more per annum to have prepared a Procurement Strategy and subsequently to produce an Annual Procurement Report after the end of each financial year. The Annual Procurement Report reviews the contracting authority’s regulated procurement activities against its stated procurement strategy.						
2.3	For the purposes of the Act, the Scottish Fire and Rescue Service is a public sector contracting authority due to its annual regulated procurement spend and therefore is required to produce and publish an Annual Procurement Report as soon as reasonably practical after the end of its financial year.						
2.4	These individual annual procurement reports published by relevant public bodies in Scotland inform a separate annual report on public procurement activity across Scotland prepared each year by Scottish Ministers.						
2.5	The SFRS when preparing its Annual Procurement Report, must include the following: (a) A summary of the regulated procurements that have been completed during the year covered by the report. (b) A review of whether those procurements complied with the contracting authority’s procurement strategy. (c) To the extent that any regulated procurements did not comply, a statement of how the contracting authority intends to ensure that future regulated procurements do comply.						

	(d) A summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the financial year covered by the report. (e) A summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the reporting period covered by the report. (f) A summary of the regulated procurements the authority expects to commence in the next two financial years.
3	Main Report/Detail
3.1	The Annual Procurement Report for the period 1 st April 2024 – 31 st March 2025 has been prepared in accordance with legislative reporting requirements and is attached at Appendix A.
3.2	Forty-four regulated procurements were awarded during the year with a total estimated value of £136,394,706 exclusive of VAT.
3.3	Spend through existing contracts amounted to £94.62 million exclusive of VAT (96.72%) of total in-scope spend of £97.83million exclusive of VAT.
3.4	Non-contract spend was £3.21million exclusive of VAT. Non-contract spend occurs where Directorates are using suppliers of their choice without any involvement from Procurement and/or continued use of old contractors and /or non-use of contracts which Directorates were involved in developing but are not fully utilising. Non-contract spend has been analysed and category / areas of spend identified and as in previous years, is incorporated into the procurement workplan where resources allow. The Procurement Team continues to engage with Directorates to remind them of the need to use established contracts.
3.5	SFRS is committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. SFRS achieved 97% of suppliers paid with 30 days and 82% within 10 days.
3.6	The benefits of collaborating with partner organisations are recognised and the SFRS Procurement Team seek new opportunities to undertake joint working where possible. In the reporting period, approximately 62% of total contract spend was through collaborative contracts such as Scottish Government, Scotland Excel, Crown Commercial Services or NFCC Frameworks. Savings of £1.45million were reported to the SFRS by Scottish Government through the use of their national frameworks.
3.7	Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SME) and Supported Business. We continue with our membership of the Supplier Development Programme (SDP) which consists of Local Authorities, Scottish Government and a range of other public bodies working together to support SMEs in all aspects of tendering. During the reporting period, the Procurement Team attended national "Meet the Buyer" events.
3.8	SFRS's continued commitment to deliver on its sustainability duty and demonstrate community benefits through the delivery of relevant procurement activity is described in detail in the report but the following highlights key achievements.
3.9	<u>Supplier Spend</u>
3.9.1	In financial year 2024/25, 41.12% (£40.38 million excl. of VAT) of the SFRS total spend was with suppliers based in Scotland, this spend is making a positive contribution to local communities and economies.
3.9.2	SME spend represented 31.03% of third party spend (£30.47million exclusive of VAT).

3.10	<u>Climate Change</u>
3.10.1	Climate change and procurement's ability to assist in delivery of the SFRS objectives is an area which continues to evolve and the Procurement Team, working with colleagues involved in the User Intelligence Group process continue to monitor and scrutinise the external environment to ensure that the Service is aware of risks and opportunities.
3.11	<u>Supported Business</u>
3.11.1	Our procurement activities continue to promote and explore opportunities to engage with the Supported Business and Third Sector. In the reporting period we spent £27,197 excl. of VAT with this sector through existing arrangements.
3.12	<u>Fair Work</u>
3.12.1	SFRS is an Accredited Living Wage employer and through its procurement activity, it continues to ensure that Fair Work provisions are included in relevant contracts, to the extent permitted by law.
3.13	<u>Community Benefits</u>
3.13.1	Delivery of Community Benefits is a key aspect of the Scottish Government's drive to achieve a range of national and local outcomes. The SFRS Procurement Strategy clearly states the organisation's commitment to the inclusion and consideration of Community Benefits in all relevant procurement activity. A range of community benefits were delivered within current contracts, with the Annual Procurement Report detailing aspects of a number of key contracts.
3.14	<u>Contract Management</u>
3.14.1	Contract management continues to be an area for improvement, with resource issues impacting upon the ability to fully address the matter. Work continues on addressing outstanding actions from the contract management internal audit.
3.15	<u>Cyber Security</u>
3.15.1	The UIG process takes account of potential cyber risks in relevant procurement activity through the UIG process. The primary focus for the remainder of financial year 2025/26, where resources permit, will be addressing the baseline action for supplier management detailed within the Cyber Security Action plan. It is anticipated that the new Corporate Procurement Strategy will contain actions required to address target / advanced controls.
3.16	<u>Innovation</u>
3.16.1	Innovation is an area which the SFRS continues to explore to enhance service delivery and firefighter safety. During the reporting period, the SFRS partnered with CivTech Scotland sponsoring two Civtech 10 challenges and is working alongside Rowden Technologies and FireHazResearch in the next phase of product development.
4	Recommendation
4.1	The Board is asked to approve the Annual Procurement Report for the period 1 st April 2024 – 31 st March 2025, as attached at Appendix A.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Registers
5.1.1	The report is aligned to the Services Compliance risk appetite in relation to meeting our legal and regulatory obligations, where SFRS has a minimalist approach.
5.1.2	Risks associated with the report are addressed by the publication of the Annual Procurement Report, which ensures compliance with the requirements of the Procurement Reform (Scotland) Act 2014 and Scottish Procurement Policy Note (SPPN) 2/2025.

5.2	Financial
5.2.1	As detailed within the Annual Procurement Report, the total anticipated value of Regulated Procurements undertaken within the reporting period is £136,394,706 exclusive of VAT. Non-Regulated procurement / call-offs from frameworks with a value less than £50,000 amounted to £1,577,016 exclusive of VAT.
5.2.2	Scottish Government have informed the SFRS that the use of national frameworks has resulted in savings of £1.45million
5.3	Environmental & Sustainability
5.3.1	The Procurement Reform (Scotland) Act 2014 states a requirement for all relevant bodies to observe a Sustainable Procurement Duty. The report details the SFRS performance in respect of Sustainability, Community Benefits, and the use of Supported Business
5.4	Workforce
5.4.1	Resource constraints within the Procurement Team as highlighted within the Annual Procurement Report, have persisted into the current financial year. These limitations continue to affect the team's ability to progress areas such as non-contract spend or wider procurement improvement initiatives and have the potential to impact upon procurement compliance and value for money. For 2025/26, the team's primary focus has been on tendering and establishing new or recurring contract arrangements. Due to the high volume of work, some tender activity has required to be outsourced to Scotland Excel to maintain delivery timelines. Based on the current programme of work and the level of planned tender activity, this situation can be expected to continue, even when the Procurement Team is fully resourced to its current establishment.
5.5	Health & Safety
5.5.1	The regulated procurement activity undertaken by the SFRS accounts for the health and safety implications relevant to each individual project.
5.6	Health & Wellbeing
5.6.1	Any implications arising from the report will be managed by the relevant Directorate
5.7	Training
5.7.1	Training requirements continue to be delivered where a need is identified to maintain and improve procurement capability to ensure that all regulated procurement activity is undertaken in compliance with legislative requirements.
5.8	Timing
5.8.1	The SFRS is required to publish its Annual Procurement Report in accordance with Scottish Procurement Policy Note (SPPN) 2/2025.
5.9	Performance
5.9.1	The Annual Procurement Report evidences the way the Corporate Procurement Strategy complies with legislative requirements and supports the delivery of the SFRS Strategic Plan.
5.10	Communications & Engagement
5.10.1	Once approved by SLT and the Board, the 2014 Act requires that the Annual Procurement Report be published and made available online, with the SFRS also required to notify Scottish Ministers where the report can be accessed.
5.11	Legal
5.11.1	Publication of the Annual Procurement Report is a requirement of the Procurement Reform (Scotland) Act 2014.

5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons.	
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons.	
5.14 5.14.1	Service Delivery The publication of the Annual Procurement Report highlights the manner in which SFRS procurement activity assists in the delivery of the SFRS Strategic Plan, supports Scotland's National Outcomes	
6	Core Brief	
6.1	The Interim Director of Finance and Contractual Services presented the Annual Procurement Report for the period 1 st April 2024 – 31 st March 2025, as required under the Procurement Reform (Scotland) 2014	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Deborah Stanfield, Interim Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	A system of controls and governance is in place, with certain elements currently undergoing updates or revisions. All procurement activities within SFRS must adhere to this framework.
8	Appendices/Further Reading	
8.1	Appendix A - Annual Procurement Report for the Period 1 st April 2024 – 31 st March 2025	
Prepared by:		Stephen McDonagh, Procurement Manager
Sponsored by:		Deborah Stanfield, Interim Director of Finance and Contractual Services
Presented by:		Deborah Stanfield, Interim Director of Finance and Contractual Services
Links to Strategy and Corporate Values		
Strategic Outcome 1: Through our work with communities and other organisations, the safety and wellbeing of the people of Scotland improves. Strategic Outcome 2: We are an effective and trusted Fire and Rescue Service where our communities and people are safe. Strategic Outcome 3: Our people feel valued and are supported by a culture that embraces diversity and inclusion, empowerment, and accountability. Strategic Outcome 4: Our organisational performance, productivity and resilience continually improves. Strategic Outcome 5: We are more innovative and achieve sustained investment in our technology, equipment, estate, and fleet making us more effective and efficient.		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>22 October 2025</i>
<i>SFRS Board</i>		<i>30 October 2025</i>
		Report Classification/ Comments
		<i>For Recommendation</i>
		<i>For Decision</i>



**ANNUAL PROCUREMENT REPORT
FOR THE PERIOD
1st APRIL 2024 – 31ST MARCH 2025**

Contents

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Section 3	Review of Regulated Procurement Compliance with Strategy
3.1	Summary of Regulated Procurement
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3.4	Transparency
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3.6	Sustainability
3.7	Climate Change
3.8	Cyber Security
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Section 4	Community Benefits Summary
Section 5	Supported Business Summary
Section 6	Future Regulated Procurement
Section 7	Spend Analysis
Section 8:	Further Information
Appendix Ai:	List of Regulated Procurements
Appendix Aii:	List of Non-Regulated Procurements / Call-Offs From Frameworks Below £50,000
Appendix B:	Future Regulated Procurement
Appendix Ci:	Summary of Robertson Facilities Management Community Benefits Action Plan
Appendix Cii:	Soft Facilities Management Highlights of Sodexo Social Impacts Pledge
Appendix Ciii	Dingwall Fire Station Summary

Section 1: Introduction

- 1.1 The Scottish Fire and Rescue Service (SFRS) is the world's fourth largest fire and rescue service, committed to ensuring the safety and wellbeing of the people of Scotland. We are a national organisation delivering our front-line services locally across three Service Delivery Areas based in the North, West, and East of the country.
- 1.2 The current strategic priorities for the Scottish Fire and Rescue Service (SFRS) are set out within the Fire and Rescue Framework for Scotland 2022 and the SFRS Strategic Plan 2022-25.
- 1.3 In delivering our services we recognise the significant role we play in helping to achieve the Scottish Government's Purpose, which is to focus government and public services on creating a more successful country by increasing sustainable economic growth and providing opportunities for all of Scotland to flourish.
- 1.4 In accordance with its legislative obligations under the Procurement Reform (Scotland) Act 2014, the SFRS publishes a Corporate Procurement Strategy which is maintained by the SFRS Finance and Contractual Services Directorate, and it aligns procurement activity with the SFRS Strategic Plan and Annual Operating Plan. The Corporate Procurement Strategy was approved in April 2021 and places sustainability at the heart of SFRS' spending power. A new Procurement Strategy is currently being drafted which will reflect the Scottish Public Procurement Strategy 2023-2028.
- 1.5 Our Corporate Procurement Strategy described how our procurement activity is aimed at supporting the delivery of SFRS strategic priorities and undertaking these in a manner which supports delivery against the outcomes detailed in our Strategic Plan.
- 1.6 As required under section 15 of the Procurement Reform (Scotland) Act 2014 ("the Act"), the SFRS publishes an Annual Procurement Report, as required by section 18 of the Act.
- 1.7 The Annual Procurement Report monitors the authority's regulated procurement activities against delivery of its procurement strategy.

1.8 The Procurement Team supports the delivery of service provision for goods and services by the SFRS across the country and have delivered a substantial programme of procurement activity. The Property Services Team undertakes similar role in the delivery of all works procurements for the SFRS. The Report covers the period 1st April 2024– 31st March 2025, detailing the regulated procurements completed during this period, and shows how these supported the objectives included within our Corporate Procurement Strategy.

1.9 The success in delivery of the Corporate Procurement Strategy is achieved only by working in partnership with colleagues across the Service and this positive commitment and collective contribution from all is highlighted within this report.

1.9 This report details six main areas, the first five cover mandatory reporting with the sixth discretionary, these being:

- i. Summary of Regulated Procurement Completed
- ii. Review of Regulated Procurement Compliance
- iii. Community Benefits Summary
- iv. Supported Business Summary
- v. Future Regulated Procurement
- vi. Spend Analysis

Lynne McGeough

Head of Finance and Procurement

Section 2: Summary of Regulated Procurement

- 2.1 Section 18(2)(a) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”
- 2.2 A regulated procurement as defined by the Act is any procurement for supplies or services with a value more than £50,000 and for works contracts with a value over £2million.
- 2.3 A regulated procurement is completed when the award notice is published or where the procurement process otherwise ends. Regulated procurements can refer to new contracts and framework agreements but also to mini-competitions and call offs from existing framework agreements.
- 2.4 The SFRS maintains and publishes on its external website a register of contracts awarded. The Register provides information on current live contracts and is updated on a quarterly basis.
- 2.5 Wherever possible, the SFRS, has sought to make use of national, sectoral, and local collaborative contracts and frameworks. Collaboration opportunities with other public bodies can offer greater efficiencies and are included in the regulated and non-regulated contracts awarded. In addition to leveraging the value of aggregated spend to assist in the delivery of savings, the burden of risk with respect to contract and supplier management can be centralised. The key areas of collaboration are reflected in the use of frameworks which have been established by the Scottish Government, Crown Commercial Services, National Fire Chiefs Council (NFCC) and Centres of Expertise such as Scotland Excel, Yorkshire Purchasing Organisation, and others.
- 2.6 Within the reporting period, SFRS regulated procurement for goods and services was undertaken across six categories of spend:
- i. Fleet
 - ii. Personal Protective Equipment

- iii. Operational Equipment
- iv. Property and Facilities
- v. DATS
- vi Corporate*

* This category of spend is addressed on a Directorate basis, split across all Category Teams.

2.7 No new regulated procurements for works contract were awarded during the reporting period.

2.8 Table 1 below summaries the regulated procurement awarded by the Scottish Fire and Rescue Services in the period 1st April 2024 – 31st March 2025. These include contracts for goods, services and works.

Number of Regulated Procurements Awarded in the reporting period	44
Total Estimated Value of Awarded Regulated Procurements (excl VAT	£136,394,706

2.9 Details of these regulated procurements can be found in Appendix Ai.

2.10 In the reporting period there were 43 contracts awarded which are classified as either non-regulated procurement (contracts which have a value less than the £50k for goods and services or £2m for works) or call-offs for goods and services from Frameworks with a value below £50,000. The aggregated value of such contracts was £1,577,016. Details of these procurements are detailed in Appendix Aii. This information has been provided to provide transparency of this area of expenditure.

Section 3: Review of Regulated Procurement Compliance

3.1 Overview of Regulated Procurement Compliance

- 3.1.1 Section 17 of the Procurement Reform (Scotland) Act 2014 requires that regulated procurements be conducted in accordance with the organisation's procurement strategy, as far as reasonably practical.
- 3.1.2 Section 18(2) states that an annual procurement report must include, at 18(2)(b), "a review of whether those procurements complied with the authority's procurement strategy" and, at 18(2)(c), "to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply".
- 3.1.3 The Corporate Procurement Strategy, which is currently being updated, sets out the basis for all procurement activity across the SFRS and it ensures that our procurement activity is undertaken in an efficient and customer focused manner which adds values whilst ensuring compliance with legislative duties. It is aligned to the Scottish Model of Procurement.
- 3.1.4 The Procurement Strategy sets out the basis for all procurement activity across the SFRS and it ensures that procurement activity supports delivery of the SFRS Strategic Plan. The Procurement Strategy also reflects the SFRS legal obligation to ensure compliance with Procurement legislation and associated Statutory Guidance across its procurement activity.
- 3.1.5 The SFRS has a fully documented procurement governance framework which provides a well-established set of policies and processes to support effective and compliant public procurement.
- 3.1.6 All procurements for goods and services are managed by a professionally qualified procurement team in conjunction with key stakeholders, with quality reviews undertaken at key stages in the procurement process to ensure compliance with the procurement governance framework.

3.1.7 Our Property Services Team undertakes all works projects, and observe the requirements of the Construction Procurement Handbook

3.2 Value for Money and Efficiency

3.2.1 In the reporting period, the procurement activity undertaken by the SFRS can be summarised as follows (full details are listed in Appendix A):

Financial Year	2024/2025	
Procurement Type	Nos.	Projected Total Value (£) – Excl VAT
Regulated Procurement	44	£136,394,706
Non-Regulated Procurement /Call-Offs with a value less than £50,000	43	£1,577,016
Total	87	£137,971,722

3.2.2 The benefits of collaborating with partner organisations are recognised and the SFRS Procurement Team seek new opportunities to undertake joint working where possible. In the reporting period, contract spend was £80.82million, with 62.15% (£50.23million) of this through collaborative arrangements / framework agreements. The Procurement Team considers the use of such arrangement on a project-by-project basis when leading the development of the Commodity Strategy. Likewise, the Property Services Team also make use of national agreement which are available for works contracts.

3.2.3 We use national frameworks established by Scottish Government, with £13.99million of our contract spend undertaken through such frameworks. Scottish Government have informed the SFRS that such use has resulted in cash savings of £1.45million within the reporting period.

3.2.4 We are associate members of Scotland Excel and make use of relevant frameworks together with examining the other services provided by Scotland Excel to understand how the SFRS can make best use of these opportunities.

- 3.2.5 Work continues to further develop relationships with the wider UK Fire and Rescue Services for the procurement of common goods and services, with SFRS continuing to make use of National Frameworks for key operational personal protective equipment and front-line vehicles as well as being involved in the development of new contractual arrangements such as that for the new Structural Fire Kit contract.
- 3.2.6 We collaborate with Police Scotland and Scottish Ambulance Service, with whom we explore opportunities to collaborate across common goods and services and in sharing best practice.
- 3.2.7 The use of Non-Competitive Action (NCA) is closely monitored with its use being challenged by the Procurement Team. In all instances, the NCA paperwork is reviewed by the Procurement Manager, with successful application then being submitted to the Director of Finance and Contractual Services for approval. During the reporting period the NCA process was used on 6 occasions for a total aggregate value of £75,000. The NCA processes followed the approval route as stated in the Standing Orders for the Regulation of Contracts.
- 3.2.8 Spend and contract analysis informs the planning of our procurement activity. The outcome of the analysis assists in the development of a rolling three-year programme of work which is agreed with stakeholders and monitored throughout the financial year.
- 3.2.9 We are committed to paying suppliers on time and we understand the importance of prompt payment to our supply base. We act in a responsible and sustainable manner, so prompt payment is a priority. Our on-time payment performance for financial year 2024/25 is detailed below together with previous year's performance.

Payment Term	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Target 2024/25
Payment within 30 days	96%	97%	98%	96%	98%	97%	97%
Payment within 10 days	81%	82%	82%	79%	85%	82%	N/A

- 3.2.10 The SFRS is committed to supplier inclusion, and we seek to conduct our procurement activity with a wide range of providers including Small and Medium Enterprises (SMEs), and third sector, including supported business. We continue to build upon our relationship with the Supplier Development Programme to encourage the ongoing use of Scottish SMEs in the delivery of SFRS requirements.
- 3.2.11 SME spend represented 31.03% of third party spend which amounted to approximately £30.47million exclusive of VAT.
- 3.2.12 In financial year 2024/25, 41.12% (£40.38million exclusive of VAT) of SFRS total third party spend was with suppliers based in Scotland.
- 3.2.13 We collaborate with partner organisations and our contractors to better understand the impact of our procurement spend on communities and engage in community Wealth Building initiatives where resources permit.
- 3.2.14 The Procurement Team which is split into three Category Teams, with the areas of spend described previously in paragraph 2.6, split across the Teams, maintains engagement with stakeholders and builds on existing relationships to ensure their involvement in the planning of the procurement work programme and the prioritisation of projects and resources .
- 3.2.15 Stakeholder involvement and consultation is crucial to the development of Commodity Strategies and Tender Documents thereby ensuring that technical specifications meet Service needs and can be clearly understood by suppliers. Early engagement with stakeholders is undertaken by the Procurement team in all relevant procurement activity.
- 3.2.16 Market engagement is undertaken in all relevant procurement activity and is used to assist understanding of market capability to address the SFRS needs and to inform the development of the specification and ensure that the procurement route chosen and the Invitation to Tender requirements are appropriate and well-developed.

3.2.17 Contract management provides a challenge to the Service due to the resource requirements required both from a procurement and directorate perspective and this is an area where improvement will be sought. Improvement actions from an internal audit continue to be addressed, but resources issues within the Procurement Team during the reporting period impacted significantly on the ability to progress the actions. Improvement actions will be included in the new corporate procurement strategy and progressed as resources allow.

3.3 Governance, Risk and Fraud

3.3.1 The SFRS has a well-established procurement government framework with supporting documentation and standard templates which support the delivery of its procurement activity. This reflects the procedural requirements set out in the Scottish Government Procurement Journey (general best practice model). It provides standard templates and supporting documentation reflecting SFRS specific procurement requirement, ensuring compliance with legislation and associated Statutory Guidance together with the Scottish Model of Procurement.

3.3.2 The Procurement Team engages with stakeholders to reinforce the application of the procurement governance model and ensures that regulated procurement is undertaken in accordance with the legal and procedural framework. Training is provided by the Procurement Team to those individuals who participate in supplier selection and tender evaluation.

3.3.3 The application of SFRS procurement governance framework and the undertaking of a quality review process in all procurement process for goods and services with a value over £50,000, to provide assurance on projects undertaken ensured that there were no successful legal challenges within the reporting period.

3.4 Transparency

3.4.1 Transparency in public procurement requires the SFRS to show openness, visibility to its procurement activities and to have ready accessibility to information regarding its procurement plans and spend, all of which provides external parties with confidence that we undertake our procurement activity in a fair and transparent manner.

- 3.4.2 The SFRS use Public Contracts Scotland (PCS) to advertise all regulated procurement activity with a value of £50,000 or more. All relevant procurement activity is also published on UK Find a Tender site.
- 3.4.3 In accordance with the Public Contracts (Scotland) Act 2014, the SFRS maintains a Contracts Register thereby providing visibility on live contracts.
- 3.4.4 In all relevant procurements, evaluation methodology is fully detailed in the Invitation to Tender and full debriefs are provided to all participants in all regulated procurement and quotes undertaken by the Service.

3.5 Enhancing Capability

- 3.5.1 The range of goods, services and works procured by the SFRS requires Procurement and Property Team members to exhibit strong commercial and procurement knowledge and skills. The teams also offer professional support to Directorates in the delivery of procurement services through clear controls and guidance.
- 3.5.2 We make use of technology to assist in the delivery of the Corporate Procurement Strategy. We use Achilles Themis, which provides up-to-date case law interpretation together with various guidance documents which assist in the update / maintenance of our procurement governance framework.
- 3.5.3 Wrike Project Management has been introduced and is now used in the planning and co-ordination of the procurement programme of work.
- 3.5.4 The SFRS continues to support Procurement team members with their professional studies which will lead to full membership of the Chartered Institute of Procurement and Supply.
- 3.5.5 Recruitment remains an ongoing challenge within the team, reflecting the situation across the Scottish public sector in general for qualified and experienced individuals. There were a number of vacancies within the team over the reporting period at Procurement Officer and Category Lead level, with posts proving difficult to fill,

reflecting a common problem in procurement recruitment in general across the Scottish Public Sector. The impact of these vacancies was that over the reporting period the Procurement Team were operating at a significantly reduced capacity which impacted upon the volume of procurement exercises and improvement actions that the team could undertake. This was further exacerbated through staff illness and retirements within the Procurement Team during the reporting period.

- 3.5.6 Partnership working involving the sharing of knowledge and best practice continues with the NFCC for fire sector specific goods and services where the SFRS is represented on various committees related to national procurement activity. The SFRS also contributes to the Central Government Procurement Collaboration Group, and we engage Police Scotland and the Scottish Ambulance Services to identify areas of collaboration within the blue light sector.
- 3.5.7 Various means are used by the Procurement Team to engage with end users of the service to inform them of procurement activity relevant to individual Directorates / key stakeholders.
- 3.5.8 The User Intelligence Group (UIG) process is used consistently in developing the route to market and the completion of the commodity strategy. Participants in the UIG engage in the development of the specification, supplier selection, tender evaluation, contract award decisions and in supporting contract and supplier management arrangements. Employee representative bodies are also invited to participate in the UIG process.
- 3.5.9 Training of relevant members of the UIG is provided for tender exercises in key areas such as selection and tender evaluation.
- 3.5.10 The quick Quote process for procurement exercises with a value under £50,000 can be undertaken by Directorates with minimal input from the Procurement Team. Training and guidance is provided to individuals undertaking such activity together with training on the use of Public Contracts Scotland tendering portal.

3.6 Sustainability

- 3.6.1 The Scottish Fire and Rescue Service (SFRS) is committed to observing our sustainable procurement duty as stated within the Procurement Reform (Scotland) Act 2014 and our internal policies and procedures reflect our legal duty and to ensure the proper consideration of how best we can improve the social, environmental and economic wellbeing of our communities through our procurement activity.
- 3.6.2 Sustainability is an area that the SFRS can and does influence by making sure the elements which impact on sustainability are built into the procurement process at an early stage and considered throughout the procurement lifecycle.
- 3.6.3 For all procurements for goods and services with a value of £50,000 or more, we develop a Commodity Strategy which requires the use of the Procurement Journey Sustainable Procurement Toolkit which assists in embedding relevant and proportionate requirements in our procurement activity.
- 3.6.4 The Procurement Team also utilise the e-learning modules available through the Sustainability Toolkit.
- 3.6.5 We include the consideration of community benefits in all relevant procurement activity and use these to deliver wider benefits for the communities which we serve. Section 4 of this Report provides an overview of our approach to this.
- 3.6.6 Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SME), Supported Business and third sector bodies. We are members of the Supplier Development Programme (SDP) which consists of Local Authorities, Scottish Government and a range of other public bodies working together to support SMEs in all aspects of tendering. During the reporting period, the Procurement Team attended national Meet the Buyer events.
- 3.5.7 The Procurement Team undertake early market engagement in relevant tender activity to ensure the success of relevant projects. This involves the use of the Prior

Information Notice to alert the market to forthcoming opportunities and holding supplier briefing days as required.

- 3.6.8 Our procurement activities promote and explore opportunities to engage with the Supported Business Sector. Although no new contracts were awarded within the reporting period, there was spend of £27,197 excl. VAT with this sector through existing arrangements. Section 5 of this Report details our spend with Supported Business.
- 3.6.9 The SFRS is an Accredited Living Wage employer and through our procurement activity, we recognise that inviting suppliers to adopt fair working practices will reduce inequalities and develop a more inclusive and sustainable society. We continue to ensure that all relevant procurement activity includes criteria to address Fair Work First Practices.
- 3.6.10 The SFRS considers Equality and Diversity in all relevant procurement activity and observes the requirement to comply with the Equality Act 2010 and the 'General Duty'. Completion of an Equality and Diversity Impact Assessment is undertaken and where appropriate provision is included in the conditions of contract, specification, and contract award criteria, with performance measured through management of the contract.
- 3.6.11 At SFRS we are proud to be a Proud Employer and have achieved gold status in Stonewall UK workplace Equality Index, which is the benchmarking tool for employers to measure their progress on LGBTQ+ inclusion in the workplace. Procurement continues to work with directorates and end users to ensure that our contractors share a similar commitment.
- 3.6.12 The SFRS recognises the importance of ensuring that it complies with the Health and Safety at Work Act 1974 and that our contractors are familiar with this legislation, understand their responsibilities and operate safe systems of work. The SFRS continues to check and monitor contractors understanding of their responsibilities. For relevant contracts, the SFRS addresses specific Health and Safety issues as they

relate to the contract requirement. Relevant contractors are also required to demonstrate and ensure compliance with the CDM Regulations 2015.

3.6.13 The SFRS is a member of the Scottish Fair-Trade Forum, and our standard procurement process includes consideration of what Fair Trade provisions or equivalent could apply appropriately in the delivery of the contract provision.

3.6.14 SFRS Procurement Team continues to support to support Community Wealth Building Projects through attendance at Procurement Anchor Organisations progress meetings as required and where resources permit.

3.6.15 The timber we procure for use in carbonaceous training facilities is certified as being sourced from legal and sustainable sources. Timber supplied to the SFRS must be accredited to meet either the Forest Stewardship Council (FSC) or the Program for the Endorsement of Forest Certification (PEFC). Conformity to this requirement is monitored throughout the contract duration.

3.7 Climate Change

3.7.1 The SFRS support the Scottish Government's goal to become net zero by 2045 and SFRS has pledged to cut carbon emission by 6% per annum until 2030 which equates to an 80% overall reduction. The SFRS Sustainability Team champions climate emergency and waste management activity and oversee progress against our Climate Change Response Plan 2045 across the service. Our procurement processes reflect this commitment and the sustainability tools which are available within the Procurement Journey, assist in identifying risks and opportunities.

3.7.2 Procurement's ability to assist in delivery of the SFRS climate change objectives is an area which is evolving and the Procurement Team, working with colleagues involved in the User Intelligence Group process continue to monitor and scrutinise the external environment to ensure that the Service is aware of risks and opportunities.

3.7.3 The decarbonisation of the SFRS light fleet is ongoing, with investment supporting a reduction in the SFRS carbon emissions.

3.8 Cyber Security

- 3.8.1 Where contracts involve, or rely on the digital processing of information, the UIG process is required to ensure the relevant consideration to potential cyber risks and make recommendations to manage these appropriately.
- 3.8.2 SFRS cyber security will be considered both during the development of the invitation to tender documents, inclusive of the specification, conditions, and evaluation process, together with the ongoing management of contracts with third parties to mitigate risks in the supply chain and we are working to update our processes to account for the actions arising from recent cyber security audit.

3.9 Innovation

- 3.9.1 In the reporting period, the SFRS partnered with CivTech Scotland sponsoring two Civtech 10 challenges and is working alongside Rowden Technologies and FireHazResearch in the next phase of product development.
- 3.9.2 We are working with Rowden Technologies to improve situational awareness before, during, and after incidents. Within the SFRS, we are faced with a limited ability to access accurate real-time data and information on the scale of the incident to determine resources required both before, during and after incidents. We are working with Rowden Technologies to in developing software to improve real-time risk monitoring of incidents and by doing so, equip our firefighters with accurate and reliable information, which will assist in continuing to improve SFRS's ability to save and preserve life and protect the public through prevention and response.
- 3.9.3 We are also working with FireHazResearch to enhance how we manage fire contaminants to identify these more effectively and attempt to reduce firefighter exposure to such contaminants when responding to incidents. The issue of contaminant exposure, while known about, is not fully understood and is both an emerging area of concern and study. Public and firefighter safety is of paramount concern to the SFRS, and we are determined to understand more about the risks presented by such contaminant exposure.

Section 4 Community Benefits Summary

- 4.1 Section 18(2)(d) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for an annual procurement report to include “a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report”.
- 4.2 Delivery of Community Benefits is a key aspect of the Scottish Government’s drive to achieve a range of national and local outcomes. Community benefit requirements are defined in the Procurement Reform (Scotland) Act 2014 as a contractual requirement imposed by a contracting authority relating to:
- i. training and recruitment
 - ii. availability of sub-contracting opportunities
 - iii. or which is otherwise intended to improve the economic, social, or environmental wellbeing of the authority’s area in a way additional to the main purpose of the contract in which the requirement is included.
- 4.3 Section 25 of the Procurement Reform (Scotland) Act 2014 mandates that all contracting authorities “must consider whether to impose community benefit requirements as part of the procurement” when the estimated contract value is greater than or equal to £4,000,000. However, as stated in SFRS Standing Orders for the Regulation of Contracts, we aim to consider community benefit requirements in procurement exercises with a value greater than £1,000,000 where deemed relevant and within its procurement governance processes and procedures, the SFRS has embedded the requirement for community benefits to be considered where appropriate.
- 4.4 The SFRS Procurement Strategy states the organisation’s commitment to the inclusion and consideration of Community Benefits in all relevant procurement activity.
- 4.5 Community benefits are delivered through the National Frameworks that we use with the organisation who established the framework reporting on outcomes.

- 4.6 Robertson Facilities Management (RFM) were successful in being awarded the contract for Hard Facilities Management in financial year 2021/22 and the continue to report and monitor the community benefits which are delivered. The performance recorded over the first three years of the contract are summarised in Appendix Ci. .
- 4.7 Sodexo are responsible for our Soft Facilities Management Contract and their Social Impact Report 2024-25, which is summarised in Appendix Cii, highlights the positive impact of the contract across four areas:
- People
 - Planet
 - Partners
 - Places
- 4.8 Morgan Sindall completed the refurbishment of Dingwall Fire Station during the reporting period. The refurbishment provided upgrades the resting areas and dormitories, providing greater privacy and comfort for those on duty. Work included the introduction of dignified facilities that allow for a clear separation between used and clean equipment, with designated areas for hanging dirty uniforms. These enhancements are designed to minimise unnecessary exposure to dirt and soot, thereby promoting the health and safety of our firefighters.
- 4.9 The scope of the project includes a comprehensive roof replacement over the accommodation block. Additionally, we implemented current contaminant control and decontamination policies, which necessitate thoughtful room configurations through partial refurbishment and extensions to the building.
- 4.10 These upgrades not only reflect our commitment to the well-being of our firefighters but also ensure that they have access to the necessary resources to perform their duties effectively and safely.
- 4.11 Morgan Sindall involved the local community throughout the project by maintaining open communication with residents and fostering a collaborative and supportive environment creating a dedicated microsite and issued newsletters with updates on the project's progress.

4.12 Project highlights included:

- For every £1 of gross project income, an additional £2.45 was added to the local economy.
- 95% SME engagement & 96% SME spend.
- 73% Local labour.
- 3 subcontractor apprentices through Callander Construction.
- Considerate Constructors score of 43/45.
- 2-week work Experience undertaken on the project through Fairhurst engineers.
- 10 hours volunteering time from our Team on the Give Blood drive.
- STEM event delivered to approx. 60 pupils at Charleston Academy.
- Morgan Sindal donated and fitted a new Kitchen was donated and fitted by us creating a welcoming environment for the staff and creating a community space with the use of the meeting rooms and kitchen to educate the local community on the fire service.
- £800 donated to local communities to support health and wellbeing: £500 - RI Cruden Golf Day in support of the Lighthouse Construction Industry Charity / £300 - Highlands and Island Squash Association.

4.13 Appendix Ciii provides a summary of the Social Value Charter for the project.

4.14 The SFRS is a Living Wage Accredited Employer and is committed to working with our contractors to ensure the same commitment to fair working practices. In all relevant procurement exercises, there is provision included within the invitation to tender for those organisations who participate in our procurement activity to highlight their commitment. Relevant contracts are highlighted in Appendix Ai and Aii.

Section 5 Supported Business Summary

- 5.1 Section 18(2) (e) of the Procurement Reform Act requires organisations to include a “summary of any steps taken to facilitate the involvement of supported businesses in regulated procurement during the year covered by the report”.
- 5.2 A supported business is defined in Regulation 21 of The Public Contracts (Scotland) Regulations 2015 and means “an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons and where at least 30% of the employees of the economic operator are disabled or disadvantaged persons.
- 5.3 SFRS recognise that the inclusion of Supported Business in SFRS procurement activity is a key aspect in delivering its Sustainable Procurement Duty and have a clear commitment to this contained within its Procurement Strategy.
- 5.4 Although no new contracts were awarded during the reporting period, spend of £37,750 on existing arrangements is detailed in the table below:

Supported Business	Value (£) Excl. VAT	Supplies
Ulster Supported Business	£9,654	Trauma Bags
City Building (contracts)	£13,836	Mattresses
Dovetail Enterprises	3,707	Upholstery Repairs
Total	£27,197	

Section 6 Future Regulated Procurement

6.1 Section 18(2)(f) of the Procurement Reform (Scotland) Act 2014 states it is mandatory that an annual procurement report must include “a summary of the regulated procurements the authority expects to commence in the next two financial years.”

Regulated procurement reflects contracts over £50k in value for goods and services or over £2m in value for public Works (excluding VAT).

6.2 Future regulated procurements have been identified via the following means:

- Current contracts on the SFRS contracts register that will expire and need to be extended or re-let over the next two years.
- New procurements identified via future work plans provided by SFRS Directorates.
- New procurements identified via anticipated work plans for service transformation.
- Projects identified from Capital Programme approved by the Board of Scottish Fire and Rescue Service.

6.3 A full list of procurements which are anticipated to be carried out in the next two financial years is detailed in Appendix B.

6.4 Contracts which are worth less than the £50k or £2m thresholds are known as “Non-Regulated” procurement. This has been included the latter for information to provide transparency of this area of expenditure together with details of the anticipated call-offs from Framework with a value of £50,000 or less.

6.5 This Section reflects the range of Goods, Service or Works contracts which, the SFRS reasonably expects to tender either in financial year 2025-26 / 2026-27. Whilst SFRS can forward forecast and anticipate a number of contract renewals, the SFRS forward work programme in this Section 5 (both the number of Regulated procurement projects and the estimated £ value) is dynamic and subject to variation annually.

- 6.6 Emerging or changing business needs and availability of funding or capital to support investment activity also influence when projects may be progressed. In some cases, the SFRS has yet to take a decision whether to exercise an option to extend an existing contract or to retender. The decision- making process will include consideration of the procurement route options (including collaborative government contracts) which the SFRS could take, and the duration of any new contract.
- 6.7 The appendix lists potential future Goods or Service contracts on the basis of the estimated annual value – this is on the basis that decisions about the duration of the forward contracts are generally confirmed closer to the date of any Contract Notice advertisement.

Section 7 Spend Analysis

7.1 Procurement Spend

7.1.1 Total non-salary spend for the reporting period (1st April 2024 – 31st March 2025) was approximately £111.61 million (exclusive of VAT) which can be broken down as follows:

Category of Spend	Value (£) Million
In-Scope Spend	97.83
Out of Scope Spend	13.40
Below £4,000	0.38
Total	111.61

Notes:

- i. “Out of Scope” spend includes payments to local authorities, pension authorities, government bodies etc.
- ii. “In-scope spend” is spend which the organisation can directly influence through the co-ordination and regulation of the SFRS procurement activity.
- iii. Below £4,000 spend amounted to £0.38million. This amount was excluded from the final analysis of spend as shown in the table in paragraph 7.1.2, as it was undertaken in accordance with relevant procurement guidance regarding below £4,000 spend.
- iv. Purchase Card spend of approximately £0.17million is included in the above total. This spend is monitored on a monthly cycle to ensure use is consistent with the Purchase Card Policy.

7.1.2 In-scope spend can be broken down as follows:

Category of Spend	1 st April 24 – 31 st March 2025	
	Value (£) Million	%
Contract Spend	94.62	96.72
Non- Contract	3.21	3.28
Total	97.83	100.00

- 7.1.3 The following table highlights the change in non-contract spend over the past seven reporting periods in monetary and percentage terms.

Financial Year	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Non-Contract (£)	8.30m	5.50m	5.00m	4.40m	3.71m	3.47m	3.21m
Spend in scope (£)	69.66m	74.37m	78.10m	81.64m	91.67m	84.29m	97.83m
Non-contract (%)*	11.92%	7.40%	6.40%	5.40%	4.05%	4.12%	3.28%

* The overall amount of third party spend on contracts varies from year to year which is then reflected non-contract percentage figure.

- 7.1.4 A total of 748 suppliers were used in the reporting period across the in-scope spend, which is broken down as follows.

Category	Numbers of Suppliers
Contract	180
Non-contract	214
Below £4,000	354
Total	748

- 7.1.5 Contract spend against the top fifty supplier's amounts to 92.87% (£87.87m) of total contract spend.

- 7.1.6 Non-contract spend against the top fifty suppliers amount to approximately 63% (£2.01m excl VAT) of total non-contract spend and the breakdown of spend is shown in the table below:

Category Breakdown of Top 50 Non-Contract Supplier Spend			
Area of Spend	£	%	No. of Suppliers
Fleet	£517,428	25.72%	18
DATS	£387,136	19.25%	6
SPPC	£334,072	16.61%	3
PPE / Equipment	£310,531	15.44%	10
Property	£174,518	8.67%	4
TSA	£165,591	8.23%	7
Finance & Procurement	£107,835	5.36%	1
Operations	£14,474	0.72%	1
	£2,011,586	100.00%	50

- 7.1.7 Measures are currently progressing to address £264,000 (annual spend) of the non-contract amount. Areas of non-contract spend is monitored and analysed to understand how best this can be addressed, either through existing contract provision or new contracts. However, resource issues within Procurement is impacting on the ability to address this area.
- 7.1.8 Below £4,000 spend decreased slightly from £0.53million in the previous reporting period to £0.38million in financial year 2024/25.
- 7.1.9 Below £4,000 spend is monitored and analysed to see how best it can be undertaken in a manner which supports adherence to current procurement governance and support spend with local SME's and other procurement initiatives linked to Local Community Wealth Building initiatives, and where opportunities exist to aggregate spend in common areas.

Section 8: Further Information

For further information on our annual report or any other information on the procurement work that we are doing in SFRS please contact:

Lynne McGeough

Head of Finance and Procurement

Lynne.McGeough@firescotland.gov.uk

Appendix Ai: Regulated Procurements Awarded 1st April 2024 - 31st March 2025

Reference	Contract *indicates Fair work provision included in contract or Framework used	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Start Date	Contract Expiry Date	Extension Period (months)
V-053-2425	New Mobilising System*	Motorola Solutions Ltd	Negotiated Procedure without publication of Contract Notice	£33,316,931	18/10/24	18/10/24	17/10/31	36
F6A-111-2425	Supply of Electricity*	EDF Energy	Framework	£31,000,000	01/04/2024	01/04/2024	31/03/2026	36
F4C-027-2223	Adaptable Heavy Pumping Appliances	Emergency One UK Ltd	Call Off from Framework	£17,122,500	17/07/2024	17/07/2024	16/07/2027	24
F6C-105-1819	Provision of Soft Facilities Management Services*	Sodexo Holdings	VEAT	£12,000,000	17/07/2024	28/02/2025	27/02/2027	0
F4A-005-2425	Fuel Cards	All Star Solutions	Framework	£11,200,000	07/05/2024	01/10/2024	31/09/2028	0
F6A-112-2425	Water and Waste Water*	Business Stream	Framework	£5,000,000	01/04/2024	01/04/2024	31/03/2027	12
F3C-059-2324	Employee Benefits	Vivup	Call Off from Framework	£4,168,053	04/07/2024	01/07/2024	30/06/2029	24
F5A-078-2324	Provision of In-Vehicle Mobilising Software Services*	Computacenter	Framework	£3,511,917	17/05/2024	27/05/2024	26/05/2029	24
F4C-063-2425	Provision of Light Fleet - Cars	Arnold Clark Automobiles Limited	Call Off from Framework	£3,000,000	13/01/2025	02/12/2024	30/11/2026	24
V1A-015-2526	Provision of Structural Fire Kit and Associated PPE	Bristol Uniforms Ltd	VEAT	£2,500,000	06/03/2025	07/01/2025	31/12/2026	0
F4C-070-2425	Provision of Lease Vehicles	Sinclair Finance and Leasing Co Ltd	Framework	£1,800,000	19/02/2025	19/02/2025	18/02/2027	24
F4C-064-2425	Provision of Light Fleet - Vans	Western Commercial	Call Off from Framework	£1,500,000	02/12/2024	02/12/2024	30/11/2026	24
F4C-065-2425	Provision of Light Fleet - Other Vans	A. M. Phillip Trucktech Ltd	Call Off from Framework	£1,500,000	29/11/2024	02/12/2024	30/11/2026	24

Reference	Contract *indicates Fair work provision included in contract or Framework used	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Start Date	Contract Expiry Date	Extension Period (months)
F4C-067-2425	Provision of Light Fleet - Pickups	Ford Motor Company Ltd	Call Off from Framework	£1,000,000	02/12/2024	02/12/2024	30/11/2026	24
F5A-025-2425	PROVISION OF LOW CODE APPLICATION PLATFORM*	Siemens Industry Software Limited (dba MENDIX)	Framework	£747,807.79	12/07/2024	10/07/2024	09/07/2024	0
F5A-016-2425	Provision of Multifunctional Devices*	HP Inc UK Limited	Framework	£744,182	04/02/2025	05/02/2025	04/02/2028	24
NP3A-019- 2425	ISDN/PSTN Replacement	British Telecommunication PLC	Negotiated Procedure without publication of Contract Notice	£605,502	11/02/2025	14/02/2025	13/02/2030	0
F6C-055-2425	Provision of Property Asset Management System	Civica (UK) Limited	Direct Award	£604,390	27/09/2024	27/09/2024	26/09/2029	0
F3A-014-2425	Provision of Internal Audit Services*	BDO	Call Off from Framework	£539,368	23/12/2024	06/01/2025	05/01/2028	2 x 12
F5A-060-2425	Provision of Data Centre Moves*	Transact Technology Solutions Ltd	Framework	£500,000	28/10/2024	04/11/2024	03/11/2027	12
F2A-032-2425	Provision of SWAH Equipment	Safequip Ltd	Direct Award	£421,000	30/08/2024	10/07/2024	10/06/2027	12
F2A-044-2425	Provision of Inspections and Maintenance of Fire Extinguishers carried in SFRS Vehicles	Core Fire Ltd	Framework	£355,000	18/03/2025	19/03/2025	18/03/2028	12
F2A-038-2425	Provision of Lightweight Portable Pumps*	Godiva Limited	Call Off from Framework	£300,000	19/11/2024	20/01/2025	19/01/2027	12
F5A-095-2324	Provision of Mobile and Data Services*	Vodafone Ltd	Framework	£298,116	01/04/2024	01/04/2024	31/03/2026	24

Reference	Contract *indicates Fair work provision included in contract or Framework used	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Start Date	Contract Expiry Date	Extension Period (months)
T3A-052-2425	Provision of Skills for Justice Level 5	Gardiner Associated Training and Research (GATR)	Open	£267,750	10/03/2025	11/03/2025	10/03/2028	12
F1A-068-2425	Provision of Gas Tight Suits	Respirex International Ltd	Framework	£240,000	18/02/2025	24/02/2025	23/02/2028	12
F5A-093-2425	Provision of Ivanti ITSM and Professional Services*	Computacenter UK Ltd	Framework	£215,566	27/02/2025	01/03/2025	29/02/2028	0
F3C-046-2425	NMS Additional Technical Support*	Actica Consulting Ltd	Call Off from Framework	£192,500	08/08/2024	19/08/2024	31/12/2026	0
F3A-007-2425	Provision of Interim Professional Staff Services	Venesky Brown Recruitment	Framework	£169,474	18/04/2024	22/04/2024	09/09/2024	8
F3C-018-2425	Medical Appeals Board Services	Duradiamond Healthcare t/a Health Partners	Framework	£162,000	07/05/2024	15/07/2024	14/07/2028	0
F5A-021-2324	Provision of Analogue Fireground Radio Support & Maintenance*	Radiocoms Systems Limited	Framework	£160,000	03/04/2024	04/04/2024	03/04/2026	0
T3A-017-2425	Provision of Fire Safety (RPL) Training*	C.S Todd & Associates Limited	Open	£133,200	11/07/2024	15/07/2024	14/07/2026	12
F3A-078-2425	Provision of Interim Professional Staff Services - CA*	Venesky brown	Call Off from Framework	£127,000	20/12/2024	06/01/2025	05/07/2025	6
F5A-001-2425	Provision of Egress Licences*	Computacenter	Framework	£125,000	28/05/2024	24/06/2024	23/06/2027	0
V3C-046-2324	MyJobScotland Website	CoSLA	VEAT	£121,560	01/04/2024	01/04/2024	31/03/2026	0
F3A-062-2425	Provision of Smoke Detectors (Interlinked)	Fireblitz Extinguisher Limited	Call Off from Framework	£113,800	27/11/2024	27/11/2024	30/05/2025	0
F3C-031-2425	Employee Assistance Programme	Health Assured Ltd	Framework	£106,000	18/09/2024	01/02/2025	31/01/2028	24
F5A-104-2425	Provision of Pluralsight*	Computacenter UK Limited	Framework	£96,936	24/03/2025	01/04/2025	31/03/2028	0
F6A-011-2425	Provision of Legal Services (Property)*	Harper Macleod LLP	Framework	£86,000	06/10/2024	06/10/2024	31/03/2025	12

Reference	Contract *indicates Fair work provision included in contract or Framework used	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Start Date	Contract Expiry Date	Extension Period (months)
F2A-043-2425	Provision of Fluid Transfer Equipment (Firefighting Branches and Associated Items)	Delta Fire Ltd	Framework	£78,210	25/11/2024	25/11/2024	24/11/2026	12
T3A-059-2425	Provision of Radiation Protection Advisory Services *	Bureau Veritas UK Limited	Open	£76,800	29/11/2024	02/01/2025	31/1/2028	12
F5A-066-2425	Provision of Interim IT Staff Services - AM*	Venesky Brown	Call Off from Framework	£72,893	28/10/2024	04/11/2024	31/03/2025	5
F5A-020-2425	Provision of Interim IT Staff Services*	Venesky Brown Recruitment	Framework	£60,875	07/05/2024	09/05/2024	06/11/2024	0
F5A-002-2425	Provision of Interim IT Staff Services*	Venesky Brown Recruitment	Framework	£54,375	11/04/2024	15/04/2024	11/10/2024	Variable

Appendix Aii: Non-Regulated Procurements & Call Offs Below £50,000 Awarded 1st April 2024 - 31st March 2025

Reference	Contract *indicates Fair work provision included in contract or Framework used	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Start Date	Contract Expiry Date	Extension Period (months)
N/A	Calton Fire Station - Refurbishment construction works	Clark Contracts	Open	657,343	10/03/2025	12/05/2025	17/10/2025	24 weeks (extend 3 weeks)
N/A	NTC: Collapsed Structure Simulator	Atkins Realis	Framework	98,942	15/05/2024	01/06/2024	On Completion (Anticipated September 2025)	N/A
N/A	Perth TC - CFBT - new build facility	Atkins Realis	Framework	88,188	04/11/2024	11/04/2024	On Completion (Anticipated September 2026)	N/A
N/A	Investigate design solution for remedial works to the RACC roofs at Galashiels FS. Allow up to tender stage.	Atkins Realis	Framework	46,397	01/11/2024	01/11/2024	On Completion	NA
F4A-098-2425	Provision of Management Team Car	Volkswagen Group United Kingdom	Framework	£44,516	20/02/2025	18/02/2025	18/02/2025	N/A
Q3C-074-2425	Provision of Wildfire Technical Burns Training*	Bright Spark Burning Techniques	Open	£39,720	19/12/2024	01/01/2025	31/12/2026	N/A
F4A-099-2425	Provision of Management Team Car	Volvo Car UK Ltd	Framework	£37,815	05/03/2025	07/03/2025	06/03/2028	N/A
	Perth TC- Dignified Facilities and Contaminates Control	Atkins Realis	Framework	36,233	14/05/2024	01/05/2024	On Completion	N/A

Reference	Contract *Indicates Fair work provision included in contract or Framework used	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Start Date	Contract Expiry Date	Extension Period (months)
3C-040-2425	High Volume Pump Instructor Training	NFCC (National Resilience Training Team)	Direct Award	£35,523	12/08/2024	12/08/2024	31/03/2025	N/A
F5A-049-2425	Interim IT Staff Services *	Venesky Brown	Call Off from Framework	£28,600	28/08/2024	02/09/2024	31/12/2024	5
F3A-027-2425	Provision of Smoke Detectors (Stand-Alone)*	Fireblitz Extinguisher Limited	Call Off from Framework	£27,500	24/10/2024	28/10/2024	06/01/2025	N/A
F3A-013-2425	Lease of Franking Machines and Associated Consumables*	Twofold Limited	Framework	£25,727	18/02/25	20/04/2025	19/04/2028	12
NC2A-101-2425	Provision of Physiological Body Monitoring System	Hidalgo Ltd	NCA	£24,500	20/02/2025	04/01/2025	30/09/2025	N/A
F5A-083-2425	Provision of Celestix Support*	Computacenter (UK) Ltd	Framework	£22,932	12/02/2025	25/02/2025	24/02/2028	N/A
NC3A-097-2425	Provision of Command & Control of Maritime Fire Emergencies Course	Quality Fire Safety Management Limited (QFSM Ltd)	NCA	£21,600	13/02/2025	13/02/2025	13/02/2025	N/A
N/A	Portlethen TC: Collapsed Structure Simulator	Atkins Realis	Framework	20,933	15/05/2024	01/06/2024	On Completion (works paused)	N/A
F5A-028-2425	Provision of Interim IT Staff Services *	Venesky Brown Recruitment	Framework	£20,514	22/05/2024	03/06/2024	30/08/2024	N/A
F5A-029-2425	Provision of Interim IT Staff Services *	Venesky Brown Recruitment	Framework	£20,514	23/05/2024	04/06/2024	31/08/2024	N/A
N/A	Newbridge TC: Collapsed Structure Simulator	Atkins Realis	Framework	20,183	15/05/2024	01/06/2024	On Completion (works paused)	N/A
Q5A-103-2425	Provision of Easy SPC Licences	BCN Group Limited	Quotation	£20,000	14/03/2025	01/06/2025	31/05/2030	N/A

Reference	Contract *Indicates Fair work provision included in contract or Framework used	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Start Date	Contract Expiry Date	Extension Period (months)
Q3A-050-2425	Provision of Portfolio Office - Recruitment Campaign August 2024	Eden Scott	Quote	£19,557	19/09/2024	23/09/2024	Completion of the recruitment exercise	N/A
F5A-051-2425	Provision of Lucid Suite Renewal*	Computacenter (UK) Ltd	Framework	£18,989	04/09/2024	02/10/2024	01/10/2025	N/A
F3A-094-2425	Provision of Treadmills	Core Health and Fitness	Framework	£17,928	12/02/2025	13/02/2025	13/02/2025	N/A
F5A-092-2425	Provision of LoadMaster Subscription*	Computacenter (UK) Ltd	Framework	£17,904	12/02/2025	28/02/2025	27/2/28	N/A
N/A	Refurbishment professional Services - Re- Roofing Works	Atkins Realis	Framework	13,740	06/02/2025	06/02/2025	On Completion	N/A
F5A-041-2425	Interim IT Staff Services*	Venesky Brown	Call Off from Framework	£13,601	31/07/2024	05/08/2024	05/11/2024	N/A
Q5A-087-2324	Provision of Adobe Licences	Phoenix Software	Quotation	£13,288	02/04/2024	12/04/2024	11/04/2025	N/A
F5A-073-2425	Provision of SIM Cards*	British Telecommunications PLC	Framework	£12,000	06/12/2024	17/12/2024	16/12/2026	12
F5A-030-2425	Provision of Interim IT Staff Services *	Venesky Brown Recruitment	Framework	£9,682	30/05/2024	03/06/2024	30/08/2024	N/A
N/A	Atkins Realis CSCA Services	Atkins Realis	Framework	9,520	03/09/2024	03/09/2024	On Completion	N/A
F5A-086-2425	Provision of Interim IT Staff Services *	Venesky brown	Framework	£9,135	22/01/2025	27/01/2025	28/03/2025	2
NC5A-079-2425	Provision of Maintenance Cover for Voice Recorder Support at Johnstone OC	Trading System Support Limited	NCA	£9,094	20/12/2024	16/11/2024	15/11/2025	12

Reference	Contract *Indicates Fair work provision included in contract or Framework used	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Start Date	Contract Expiry Date	Extension Period (months)
6C-047-2425	Property Compliance Training Services	ASCP Group Ltd	Direct Award	£9,000	13/08/2024	13/08/2024	12/08/2025	N/A
Q5A-048-2425	Provision of Web App Security Testing Services	Claranet Limited	Quotation	£8,775	02/09/2024	09/09/2024	On completion	N/A
F6A-106- 2425	Provision of SFRS Office Utilisation Survey	Space Solutions	Framework	£8,338	18/03/2025	18/03/2025	31/03/2025	N/A
	Atkins Realis CSCA Services	Atkins Realis	Framework	8,155	22/07/2024	22/07/2024	On Completion	N/A
NCA-089-2425	Provision of Analysing Resilience Training (SCQF Level 7)	New College Lanarkshire	NCA	£7,461	23/01/2025	20/02/2025	19/08/2026	N/A
Q3A-039-2526	Provision of ad-hoc Courier Services	Eagle Couriers	Quotation	£7,000	20/02/2025	01/04/2025	31/03/2028	N/A
NC3A-095-2425	Provision of Museum Terminal Maintenance	Pixel Stag Limited	NCA	£6,521	24/02/2025	24/02/2025	24/03/2025	N/A
3C-056-2425	Analysing Resilience Training (SCQF level 7)	New College Lanarkshire	NCA	£6,200	26/09/2024	26/09/2024	26/09/2025	N/A
Q5A-010-2425	Provision of IT Health Check Services	Claranet	Quotation	£5,850	13/05/2024	17/05/2024	28/06/2025	N/A
Q4C-012-2425	Daily Walk Round Vehicle Check Books	Harlow Printing	Quotation	£5,454	22/04/2024	23/04/2024	On Completion	N/A
N/A	Atkins Realis CSCA Services	Atkins Realis	Framework	2,146	01/10/2024	31/12/2025	On Completion	N/A

Appendix B: Future Regulated Procurement / Quotes / NCA's

DIGITAL AND TECHNOLOGY SERVICES	FINANCIAL YEAR	PROJECT TYPE	EST. VALUE
Microsoft Enterprise Agreement	2025/2026	Renewal	£6,500,000
Network Support	2025/2026	Renewal	£5,000,000
Wide Area Network	2025/2026	Renewal	£3,000,000
Nintex	2025/2026	Renewal	£600,000
Gazetteer Support	2025/2026	Renewal	£380,000
Decommissioning of Saughton Data Centre	2025/2026	New Project	£340,000
Back-up Replacement	2025/2026	Renewal	£320,000
General Consumables	2025/2026	New Project	£300,000
Pager Messenger Service	2025/2026	New Project	£300,000
Arc GIS Enterprise Agreement	2025/2026	Renewal	£230,000
Project Management Software	2025/2026	Renewal	£210,000
Station End Kit	2025/2026	New Project	£200,000
Hyper V Renewal	2025/2026	Renewal	£200,000
Penetration Testing	2025/2026	Renewal	£80,000
Interim IT Staff Services	2025/2026	Renewal	£61,016
Service Portfolio	2025/2026	Renewal	£50,000
Neurodiversity Enterprise Licensing	2025/2026	Quick Quote	£45,000
Procurement Training (DaTS)	2025/2026	Renewal	£40,000
Electrical Waste Recycling	2025/2026	Quick Quote	£30,000
Maintenance of Edinburgh OC Telephony Switch	2025/2026	NCA	£21,969
Nessus Licences	2025/2026	Quick Quote	£20,000
Lucid Suite Renewal	2025/2026	Renewal	£18,000
Adobe Licences	2025/2026	Quick Quote	£14,000
Arc GIS Enterprise System	2025/2026	Renewal	£8,430
Cisco ELA	2026/2027	Renewal	£280,000

FLEET	FINANCIAL YEAR	PROJECT TYPE	EST. VALUE
Vehicle Telematics	2025/2026	Renewal	£1,400,000
DIM Vehicles	2025/2026	New Project	£1,225,000
High Reach Appliances	2025/2026	New Project	£1,200,000
Liquid Fuels	2025/2026	Renewal	£1,015,000
Provision of Electric Veh Charging Points Back Office Software	2025/2026	Renewal	£456,400
Tyres Glass and Fast Fit Solutions	2025/2026	Renewal	£375,000
Testing & Maintenance of Garage Equipment	2025/2026	New Project	£309,476
Vehicle Conversion & Commissioning	2025/2026	Renewal	£200,000
LOLER Inspections and Boom Package Servicing for BRONTO High Reach Appliances	2025/2026	New Project	£183,664
Specialist repair for auto electrical system	2025/2026	New Project	£150,000
Provision of charging system for all appliances	2025/2026	New Project	£116,000
Provision of commercial repair on Shetland Inverleigh and Dundee	2025/2026	New Project	£100,000
MOT recovery repair breakdown for East area.	2025/2026	New Project	£97,044
Breakdown and recovery	2025/2026	New Project	£76,108
OEM Parts provision for electrical system of fire engine	2025/2026	New Project	£73,396
Specialist contract for OEM and training	2025/2026	New Project	£68,956
Provision of Allison gearbox	2025/2026	New Project	£67,980
High volume pumping unit	2025/2026	New Project	£67,288
FSE Group Ltd	2025/2026	New Project	£66,404
Fuel Management System	2025/2026	Quick Quote	£45,000
Provision of Fuel Site Maintenance	2025/2026	Quick Quote	£26,086
Vehicle Spare Parts & Workshop Consumables	2026/2027	Renewal	£4,500,000
Heavy Appliance Annual Inspections and Related Services	2026/2027	Renewal	£550,000

PPE & EQUIPMENT	FINANCIAL YEAR	PROJECT TYPE	EST. VALUE
Self-Contained Breathing Apparatus	2025/2026	Renewal	£12,000,000
NFCC Fire Kit	2025/2026	Renewal	£11,760,000
Lay Flat Fire Delivery Hose	2025/2026	Renewal	£850,000
Provision of Right-Angled Torches	2025/2026	Renewal	£400,000
Provision of Cleaning Products	2025/2026	Renewal	£290,000
Provision of Towels	2025/2026	New Project	£250,000
Provision of Industrial Medical and Scientific Gases	2025/2026	Renewal	£227,000
Provision of Bottled Water	2025/2026	Renewal	£136,000
Provision of Batteries	2025/2026	Renewal	£96,000
Fire Fighting Equipment Standpipes etc	2025/2026	Renewal	£60,000
Semi Rigid Fire Delivery Hose	2025/2026	Renewal	£37,000
Provision of Manakins for Training	2025/2026	New Project	£36,000
Provision of Boat Servicing and Repair Services	2025/2026	New Project	£35,000
Provision of SFRS Beanie and Baseball Caps	2025/2026	New Project	£20,000
Provision of Small Power Tools	2025/2026	New Project	£20,000
Provision of Small Hand Tools	2025/2026	New Project	£18,000
Provision of Backpack Sprayers	2025/2026	New Project	£14,000
Provision of BA Compressors	2026/2027	Renewal	£480,000

PROPERTY & FACILITIES	FINANCIAL YEAR	PROJECT TYPE	EST. VALUE
Soft Facilities Management	2025/2026	Renewal	TBC
Hard FM Contract Management	2026/2027	Renewal	TBC
Legionella Risk Assessments and Associated Services	2026/2027	Renewal	£269,300

PEOPLE	FINANCIAL YEAR	PROJECT TYPE	EST. VALUE
Provision of Optical Aids	2025/2026	Renewal	TBC
Temporary Staff	2025/2026	Renewal	£7,920,000
Provision of Leadership Development Services Framework	2025/2026	Renewal	£5,905,840
Human Resource and Payroll System VEAT	2025/2026	Renewal	£750,558
(W) Post Incident Support	2025/2026	Renewal	£675,449
(W) Asbestos Medicals Implementation	2025/2026	Renewal	£500,000
Psychometric Testing Services	2025/2026	Renewal	£260,383
Ill Health Retiral IQMP Services	2025/2026	Renewal	£250,000
(W) Gymnasium Equipment Maintenance	2025/2026	Renewal	£250,000
Equipment Calibration Services	2025/2026	Quick Quote	£47,790
(W) Independent Confidential Reporting Line	2025/2026	Quick Quote	£40,241
(W) Clinical Lead (OH) Recruitment	2025/2026	Renewal	£25,000
Provision of Gauge and Pay Job Evaluation Software	2025/2026	Quick Quote	£23,385
Recruitment of Health and Wellbeing Practitioner	2025/2026	Renewal	£9,154
(W) Specialist Medical Supplies	2026/2027	Renewal	£243,750
Ill-Health Pension Appeal Boards & Reports	2027/2028	Renewal	£162,528
External Physiotherapy Services	2027/2028	Quick Quote	£50,000
Electric Vehicle Salary Sacrifice Scheme	TBC	New Project	TBC

PREVENTION	FINANCIAL YEAR	PROJECT TYPE	EST. VALUE
Fire Investigation & FSE modules	2025/2026	Renewal	TBC
VR Headsets	2025/2026	Quick Quote	TBC
Fire Retardant Textiles	2025/2026	Renewal	£600,000
Smoke and Heat Detectors	2025/2026	Renewal	£85,000
Museum Website (Phase 2)	2025/2026	Quick Quote	£25,000
Heat Detection	2025/2026	Renewal	£10,290
Fire Investigation & FSE modules	2025/2026	Renewal	TBC

PEOPLE	FINANCIAL YEAR	PROJECT TYPE	EST. VALUE
Provision of Optical Aids	2025/2026	New Project	TBC
Temporary Staff	2025/2026	Renewal	£7,920,000
Provision of Leadership Development Services Framework	2025/2026	Renewal	£5,905,840
Human Resource and Payroll System VEAT	2025/2026	Renewal	£750,558
(W) Post Incident Support	2025/2026	Renewal	£675,449
(W) Asbestos Medicals Implementation	2025/2026	Renewal	£500,000
Psychometric Testing Services	2025/2026	Renewal	£260,383
Ill Health Retiral IQMP Services	2025/2026	Renewal	£250,000
(W) Gymnasium Equipment Maintenance	2025/2026	Renewal	£250,000
Equipment Calibration Services	2025/2026	Quick Quote	£47,790
(W) Independent Confidential Reporting Line	2025/2026	Quick Quote	£40,241
(W) Clinical Lead (OH) Recruitment	2025/2026	Renewal	£25,000
Provision of Gauge and Pay Job Evaluation Software	2025/2026	Quick Quote	£23,385
Recruitment of Health and Wellbeing Practitioner	2025/2026	Renewal	£9,154

FINANCE & PROCUREMENT	FINANCIAL YEAR	PROJECT TYPE	EST. VALUE
Insurance	2025/2026	Renewal	£11,000,000
Insurance Broker	2025/2026	Renewal	TBC
Banking Services	2025/2026	Renewal	TBC

STRATEGIC PLANNING PERFORMANCE & COMMUNICATIONS	FINANCIAL YEAR	PROJECT TYPE	EST. VALUE
Provision of Legal Services	2025/2026	New Contract	£1,200,000

PEOPLE	FINANCIAL YEAR	PROJECT TYPE	EST. VALUE
Provision of Tactical Adviser Course	2025/2026	Project	TBC
Provision of Interim Plant Training Course	2025/2026	Project	TBC
Provision of HAZMAT Scientific Advisory Services	2025/2026	Renewal	£1,587,897
Provision of PDR-Pro LCMS Service	2025/2026	Renewal	£1,517,879
Provision of Timber for Operational and Training Requirements	2025/2026	Renewal	£608,112
Scrap Cars	2025/2026	Project	£440,000
(W) Provision of Electronic Safety and Assurance Management System ESAMS	2025/2026	New Project	£180,000
Specialist Flood and Water Rescue Training	2025/2026	Project	£93,795
Provision of Catering for Dumfries Training Courses	2025/2026	Quick Quote	£51,000
(W) H&W review	2025/2026	Project	£50,000
Royal Yachting Association NCA	2025/2026	NCA	£20,000
Provision of Bulk Calcium Hydroxide	2025/2026	Quick Quote	£5,694
Provision of Plant and High Reach Appliance Instructor and Operator Training Services (First Tender)	2026/2027	Project	£700,000
Provision of Pre-Hospital Trauma Life Support Training	2026/2027	Quick Quote	£24,960

Appendix Ci: Summary of Robertson Facilities Management Community Benefits Action Plan

Contract Term: 1st April 2022 - 31st March 2030 (inclusive of extensions)

Anticipated Contract Value: £132 million

Ref	Robertson Facilities Management Community Benefits Action Plan	Community Benefits Commitment				
			Annual Perf.	Annual Perf.	Annual Perf.	Supporting Narrative
	Activity		Year 1	Year 2	Year 3	Notes
1	Scottish Fire and Rescue Community Benefit Plan		Ongoing	Ongoing	Ongoing	Reported monthly with annual report submitted
	Develop in collaboration with SFRS a mechanism for reporting CB					
Supply Chain Management						
2	Total percentage of sub-contracted work to be allocated to TSOs (Third Sector Organisations) within your supply chain	2.00%	Ongoing	Ongoing	Ongoing	RFM is exploring how we can use TSOs in our supply chain and met with some TSOs that may be suitable at the National Meet the Buyer Event. There is however low opportunity within the contract. Potential TSOs- Access Technology Co, Scotland's Bravest, potential for training social enterprises to deliver training to staff/ subcontractors. Contact established contact with BASE (British Association for Social Enterprise).
	Integration of third sector personnel utilising "As One" approach					
	Assess suitability of VCSEs to become partners					
	Adoption of circular economy initiatives by VCSE partners					
	Ensure inclusion of VSCE partners in project bid opportunities					
	Inclusion of further education establishments to highlight potential opportunities to local suppliers					

3	Provision of expert business advice to TSOs and SMEs in the supply chain (e.g. financial advice / legal advice / HR advice/HSE - Building for Growth Programme, workshops, Construction Specific Learning events etc.)	2600 Hours	1050hrs	1050hrs	800hrs	Pre-start meetings, H&S meetings, and O&M manual meetings. Subcontractor forum held in April, with advice provided to existing subcontractors. As a lead partner and 'Gold level' member of the Supply Chain Sustainability School (SCSS) we provide our supply chain with free CPD-accredited e-learning modules and training workshops. SHE development programme rolled out to suppliers.
	Engage with supply chain partners to understand the key requirements					
	Work with internal subject matter experts to develop range of packages covering the required topics					
	Develop a calendar of events					
	Market this offer to SME and TSO's					
	Commence with workshops					
4	Meet the buyer' events held to highlight local supply chain opportunities	640 Hours	158hrs	158hrs	140hrs	Meet the Buyer event held in Stirling April 2024. National Meet the Buyer event attended June 2024. (20 and 4 prep for Hampden, 16 staff for Stirling event x3 hours. 16 staff 2 hours travel. 16 staff 1 hour prep). Meet the Buyer North event attended in September 2024.
	Continue to engage with SDP					
	Identify the key regional growth areas (highest level of RFM growth)					
	Confirm location for Meet the Buyer					
	Confirm Date for Meet the Buyer					
	Develop calendar of Meet the Buyer events					
	Year 1 –Regional SFRS Meet the Buyers (x3 North, East and West)					
	Year 2–National SFRS Meet the Buyer					
	Year 3 - Regional SFRS Meet the Buyers (x3 North, East and West)					

5	Total percentage of subcontracted work to be allocated to SMEs through the contract	75.00%	81.00%	81.00%	81.00%	Target being achieved.
	Develop on the CAFM a tracking mechanism					
	Report on a monthly basis the number of SME s both number and spend					
	Develop further the following meet the buyer events and workshops					
Carbon						
6	Carbon and other pollutant savings from energy efficiency measures against baseline (e.g. REEB)	5000 Tonnes	Currently under review with RFM Operations and Energy teams	Currently under review with RFM Operations and Energy teams	Currently being reviewed by the RFM and SFRS Energy Teams	EV charging installs, boiler replacements, rewires, new windows, roof replacements, pump upgrades to variable speed, new automated LED lighting, solar panels. 89 panels installed so far on 4 sites = 6.72 tonnes of carbon. All new cars are electric 2no new saving 38tonnes.
	Establish the benchmark level					
	Identify programme of carbon reduction measures					
	Submit decarbonisation proposals to SRFS					
	Monitoring the saving proposed					
	Delivery of decarbonisation projects					
Report on RFM carbon emissions and track progress						
7	Road miles saved in delivery of the Contract through use of remote diagnostics or other technology-based solutions (against baseline)	50000 Miles	8420 miles	8420 miles	10500 miles	Travel time reduced in year 2 by 824hours through new planning method and use of local subcontractors. Trackers being installed into vans..
	Track the mileage through the CAFM					
	Measure the reduction through use of innovative technology					
	Report finding on annual basis					

8	Percentage of road miles driven using low or no emission staff vehicles involved in delivery of the Contract	100%	ongoing	ongoing	ongoing	All company cars provided to staff are hybrid or electric. Evs after careful consideration weren't deemed viable. Now looking into hybrid models.
	Purchase the ULEV					
	Track the mileage through the Lex Analytics					
	Report monthly					
	Review Carbon Mobilisation Targets					
	Waste Minimisation					
9	Hard to recycle waste diverted from landfill through specific recycling partnerships	98%	100%	100%	100%	Waste Report provided from William Campbell Recycling
	Identify the key partners					
	Set up Waste system					
	Record and report quarterly					
Fair Work Practices						
10	Number and type of initiatives to be put in place to reduce the gender pay gap for staff employed in relation to the contract (describe and document initiatives) and measures taken to adopt the Scottish Government "Fair Work First" initiative	80 Expert Hours Per year	40 hours	90 hours	60 hours	Gender Pay Gap Report 20hrs annually. Hours dedicated to GPG analysis, action plan, review/report; annual pay reviews GPG review; NMW & RLW work. Devised and launched DE&I Strategy and associated policies. DE&I Campaign ran with pledges by staff 50 hours. Several diversity forums held and employer of choice forum. 6 monthly pay reviews held.
	Develop further initiatives to reduce the gender pay gap					
	Continue to improve the bonus gap					
	Where relevant engage with gender pay gap experts					
	Report back quarterly					

11	No. of employees on the contract that will be provided access for at least 12 months to multidimensional wellbeing programmes that include flexible working time arrangements; healthy nutrition options; physical health programmes; a health risk appraisal questionnaire	1306	1564	1564	1650	Every employee is given access to programmes including Walk the Robertson Way, Flexible Working, the Wellbeing Forum, MHFA courses. We have an end-to-end approach driving different initiatives to improve overall wellbeing. Access to AXA Be Supported.
	Continue to offer the multidimensional wellbeing support to all staff for the duration of their employment					
13	Number of weeks of apprenticeships on the contract that will either be completed during the year or that will be supported by the Service Provider until completion in the following years, levels 2,3, or 4+	1560 weeks over 5 years	250 weeks	264 weeks	240 weeks	new multi trade apprentices brought in the reporting period
	Identify the apprenticeship requirements					
	Make connection with learning establishments ask					
	Identify the location to target - most youth unemployment					
	Commence with recruitment programme in line with training establishments					
	Monitor ongoing progress and report					
	Social Impact and Elimination of Inequalities					
14	Donations or in-kind contributions to local community projects as a percentage of total planned services to be delivered	0.30% Donations per annum	TBC	£10,887.41	£13,500.00	Donations are given through expert time given to complete tasks for good causes, parts and materials and cash donations.

	Agree chosen charity benefactor					The Fire Fighter Charity, Samaritans, SFRS Family Support Trust, Rett UK, Start Up Stirling, Fresh Start
	Identify community projects with SFRS					Defibrillator fitting, YVS portacabin donations and repairs, securing vandalised home, arson locks, plans for wellbeing garden, McDonald Rd subsidised labour, Eastern Promise
	Develop programmes to assist community development					Connections made with Regional Property Managers, YVS Leaders, Group Commanders,
	Develop and maintain register of charitable activity					Complete and updated monthly
40	No hours volunteering time to be provided to support local community projects (e.g. community benefit days)	545 Hours per year	TBC	561 hours	410 hours	Volunteering is provided through curriculum support time to school and college pupils, support to unemployed individuals attending employability groups and staff volunteering for good causes
	SIM to develop Volunteering register					Complete + google form created
	SIM to work with SFRS to develop immediate community requirements					Connections made with Community Safety Advocates and Community Action Teams
	Support employee volunteering					2 days allowed per year plus mentoring time
	Develop and maintain a register of all volunteer activity					Complete and updated monthly
15	Support provided to help local community draw up a community engagement and development plan	345 Hours per year	346 hours	346 hours	410 hours	Continuously meeting partners across Scotland to plan and discuss community engagement
	Identify regional community leads					DYW, Local Authorities, Colleges, SFRS contacts,
	Develop and initiate a community benefit plans with region support					Ongoing

	Identify, agree and commence with a range of programmes to assist community development					Ongoing
	Measure and report on initiatives					Complete and updated monthly
17	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or wellbeing initiatives in the community, including physical activities for adults and children.	100 Hours per year	40hrs	104hrs	67hrs	RFM SIM has organised activities such as mental health coffee mornings and Move More for Mental Health walks
	Identify and agree a range of initiatives to improve physical and mental wellbeing					Complete
	Target communities with the greatest need and roll out					Ongoing
	Develop comprehensive programmes that are evaluated regularly					Complete and updated monthly
18	Equality, diversity, and inclusion training to be provided both for staff and supply chain staff	100 Hours per year	Course was being developed with Robertson ED&I process being rolled out into year 2 of the contract	245.5hrs	127 hrs	ED&I training is provided to all staff
	Provision of training for all staff at Induction					eLearning & induction training completed by all staff
	Open invitation for supply chain partners to access RFM eLearning Portal					New Suppliers given access to online training via eLearning
	Develop and maintain attendance records					Records provided by training team
19	Initiatives to be taken to support older (50 years old +) disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	60 Hours per year	62hrs	72hrs	85hrs	RFM have been supporting older, disabled, and vulnerable people in Fife, Stirling, Edinburgh, and Glasgow and hope to extend this to other areas of the country

	Identify partners to provide expertise in developing new initiatives				Partners - ASN schools, Forthbank Care Home, YVS, applied for digital inclusion volunteering
	Develop new programmes				Complete
	Continue to support initiatives for older, disabled, and vulnerable individuals				Ongoing partnerships
	Maintain register of initiatives developed and uptake				Complete and updated monthly

Appendix Cii: Soft Facilities Management Highlights of Sodexo Social Impacts Pledge

PEOPLE

- 102 virtual training hours fulfilled.
- 220 frontline training hours delivered.
- 1 colleague on Level 3 apprenticeship
- 1 school pupil mentored through MCR Pathways
- 3 colleagues volunteering as Springboard ambassadors.
- 42.4% of TUPE transfer colleagues remain in the business.
- 48 cleaning staff have completed Bronze Cleaning Training Academy
- 1 colleague working through silver award in Security Awareness and Competence
- 10 colleagues completed First Aid training.

PLANET

- Through the use of WasteWatch by LeanPath the food waste prevention impact in the past year across the 2 catering sites is equivalent to avoiding emissions from 11 metric tons of CO₂. Sites reduced food waste by 38% in the last year.
- 10 Clean Zero systems introduced to help reduce cardboard and plastic waste, plus carbon emissions from production and delivery emissions.
- Plant based food feature each week on at least two days to support sustainable eating habits.
- Supply chain partner, Enva a waste provider covering the central belt, have converted to use 30 vehicles operating on HVO fuel. Through this initiative and others, they have achieved a 336,000-tonne emissions avoidance reduction.
- Bunzl Have swapped chemical container sizes from 1.2L to 5L to reduce packaging waste and carbon emissions from frequency of deliveries

PARTNERS

- 38.75% of produce sourced from local SME suppliers.
- £1,800 was spent on Fairtrade products.
- Electric vehicle in contract has made CO2 equivalent savings of 1.78 tons in the last year.
- Papilo team have completed Carbon Literacy Training
- Tivoli produced Biodiversity report with plans to roll out No Mow May in 2025 season.
- 6 trial sites targeted for re-education on recycling with additional bins purchased.
- to help with the diversion from Landfill to Recycling and an increase in food waste the Goal over the year.

PLACES

- Targeted recruitment - 90% of employees live <20 miles from their permanent place of work.
- Fundraising - Over £1200 raised and donated to various charities including Stop Hunger, Cancer Research, McMillan Cancer Support, Fire Service Santa Dash.
- Working with SFRS - Donating time and equipment for fire station open weekends, including car wash fundraisers (10 hours), Santa dashes, £50 for Xmas decorations, 150
- selection boxes, 10 hours Supporting Youth Volunteering Group.
- Volunteering Hours - 30 hours provided in support at various community groups and locations with 150kg food donated to FareShare, 437 books donated to schools, 15 hours supporting Springboard, 12 hours Tesco FareShare collections.
- Furniture Recycling - Working with Waste to Wonder with 720 pieces of furniture collected from SFRS to be donated across several charities.

Appendix Ciii: Dingwall Fire Station Summary

Scape Social Value Charter

Project Name: Dingwall Fire Station



Jobs	Target	TOM Ref.	Achieved
C1: % Local Labour	30% within 20 Miles	NT2	73%
No. of local direct employees (FTE)		NT1	1.22
Workless Job Starts	1	NT3, NT4, NT5, NT6	1
Number of Work Placements		NT13	
Number of Work Experience Placements	1	NT12	2
No. of hours of support into work	8	RE10	10
School engagement/STEM Hrs Donated	12	NT8	24
No. Apprentice weeks	1	NT10	4.3
Growth	Target	TOM Ref.	Achieved
P1: Supply Chain spend to Social Enterprise	1% Supply Chain Spend	NT14	N/A
P5: Payments within 15 days	100%		92%
C2: % Local Spend	30% within 20 Miles	NT18	70%
C3: % SME Engagement	75% -100%		95%
C4: % Spend with Local SME	50%-75%	NT19	96%
Opportunities registered on Work Radar	all		Yes on LSC
Social	Target	TOM Ref.	Achieved
P3: Considerate Constructor Scheme	42		43

P4: CLOCS Standard	2 per criteria		N/A
Donations or in-kind contributions to local community projects	£700	NT28	£800
Environment	Target	TOM Ref.	Achieved
P2: Waste reduction	0.032 tonnes per m2		0.1762
P6: Pre-Manufactured Value	65%		N/A on this project
Savings in CO2 emissions on contract achieved through de-carbonisation			

C5: Setting Social Value Targets

Please identify up to five Social Value Targets, utilising the Scape National TOMs. These should reflect:

- The nature, scale, and duration of the services we will be delivering to you.
- The accessibility of opportunities.
- Your value priorities as identified above.

Item	Chosen TOM	Target
1	NT12: No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid) (no. weeks)	Target 1 - Achieved - 2
2	NT26: Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children (£ invested including staff time)	Target - £250 - Achieved £1288.38
3	NT28: Donations or in-kind contributions to local community projects (£ & materials) (£ value)	Target £700 - Achieved £800
4	NT29: No. of hours volunteering time provided to support local community projects (no. staff volunteering hours)	Target 5 - Achieved 7
5	NT52: Innovative measures to enable healthier, safer, and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc. (£ invested inc. time, materials, equipment etc)	Target £250 - Achieved £1300
Achieved Social Value		£474,361

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



Report No: B/FCS/17-25

Agenda Item: 13

Report to:	THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 OCTOBER 2025						
Report Title:	RESOURCE BUDGET MONITORING SEPTEMBER 2025						
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					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To advise the Board of the Resource Budget position for the period ending 30 September 2025.						
2	Background						
2.1	The Scottish Government initially allocated funding to SFRS for 2025/26 of £412.2million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £332.1million and £47million respectively, and £33million in respect of depreciation (Ring-fenced or “non-cash” DEL).						
2.2	The RDEL funding has subsequently been revised upwards by £0.1million to £332.2million.						
2.3	In addition, the Scottish Government has recognised the following budget adjustments that are required and has realigned the budget during the Autumn Budget Revision process (ABR): • £3.42million towards funding the additional National Insurance costs. • £1million to support the ongoing delivery of SSRP. • the transfer of costs and budget in respect of Firelink back to the Scottish Government. This has resulted in a budget reduction of £3.185million, with associated costs being charged directly to the Scottish Government.						
2.4	As in 2024/25, it has been identified that the published Resource (Cash) budget does not include a correction of £0.542m required in relation to the reclassification of lease costs following the introduction of new accounting rules (IFRS16). It is anticipated that, as in 2024/25, this funding will be provided at the Spring Budget Revision.						
2.5	These budget adjustments will therefore result in a revised Resource budget of £333.977million which has been reflected in this report.						
2.6	Following confirmation of the NJC pay settlement of 3.2%, the Service has written to the Scottish Government seeking an uplift in the budget of £0.4million to cover the higher than budgeted pay award.						
2.7	The figures contained within this report reflect the pay settlement but do not reflect any uplift in funding.						

3	Main Report/Detail
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendix A – Consolidated Financial Position.
3.2	The report details the current overspend against budget of £2.493million. The forecast year-end position at this stage shows an overspend of £2.556million .
3.3	The forecast highlights that the significant employee cost variances relate to: • An underspend for Control of £0.274million due to current vacancies. • An overspend for Wholetime of £0.623million caused by increased overtime costs. • An overspend for On Call of £1.325million caused by the significant demand on SFRS resources relating to wildfires and the subsequent impact on employers' National Insurance contributions. • An overspend for Support of £0.893million due to the effect of higher than budgeted staffing levels.
3.4	Other employee costs are forecast to be £0.018million overspent. This is mainly due to increased apprenticeship levy charges.
3.5	Property costs are forecast to be £0.358million overspent, reflecting essential repairs and maintenance partially offset by lower consumption of utilities to date.
3.6	Supplies & Services are forecast to overspend by £0.368million mainly due to higher hydrant maintenance and associated costs, increased IT contract prices, additional equipment maintenance checks offset by reduced communication and IT costs related to the In-Vehicle system element of the ESMCP/IVS project. Resources supporting Firelink are also forecast to underspend.
3.7	Transport costs are forecast to overspend by £0.371million due to increased fuel consumption reflecting current activity levels and additional demand on vehicle maintenance.
3.8	Third Party Payments are forecast to be underspent by £0.076million due to additional Physician services to support the Health & Wellbeing recovery plan offset by reduced demand for other professional services.
3.9	Income is forecast to over recover by £1.050million due to recovery of costs due to a successful legal challenge resulting in compensation to the Service and from external organisations for chargeable services.
3.10	Appendix A highlights several areas of risk to the reported financial position, most significantly in relation to ongoing property repairs, On Call activity and associated national insurance costs, hydrant maintenance and Wholetime overtime.
4	Recommendation
4.1	The Board is asked to scrutinise the report.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Register
5.1.1	In relation to breaching budgetary limits, SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets. In exceptional circumstances, where additional spend may be required, that would exceed budget provision, approval may be sought from the Scottish Government.

5.1.2	The forecast Resource spend for the financial year is consistent with our stated risk appetite and out performance will continue to be monitored to ensure it remains aligned.
5.2 5.2.1	Financial The financial implications are detailed within the report.
5.3 5.3.1	Environmental & Sustainability There are no environment and sustainability implications directly associated with this report.
5.4 5.4.1	Workforce The workforce implications are detailed within the report.
5.5 5.5.1	Health & Safety There are no health and safety implications directly associated with this report.
5.6 5.6.1	Health & Wellbeing There are no health and wellbeing implications directly associated with this report.
5.7 5.7.1	Training The training implications are detailed within the report.
5.8 5.8.1	Timing The potential savings associated with proposed actions are based on immediate implementation. Any delay will reduce the impact of these measures.
5.9 5.9.1	Performance The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.10 5.10.1	Communications & Engagement Once presented to the Board, this report will be a public document and will be available via the Service website.
5.11 5.11.1	Legal SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategy 2025-28 and the Fire and Rescue Framework for Scotland 2022, within the budget allocation provided.
5.12 5.12.1	Information Governance DPIA completed: No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers
5.13 5.13.1	Equalities EHRIA completed No. An EIA was completed for the Resource Budget 2025/2026. This was presented to the Board on 27th March 2025. This report monitors performance against that budget and does not in itself warrant an EIA.
5.14 5.14.1	Service Delivery The Service Delivery implications are detailed within the report.

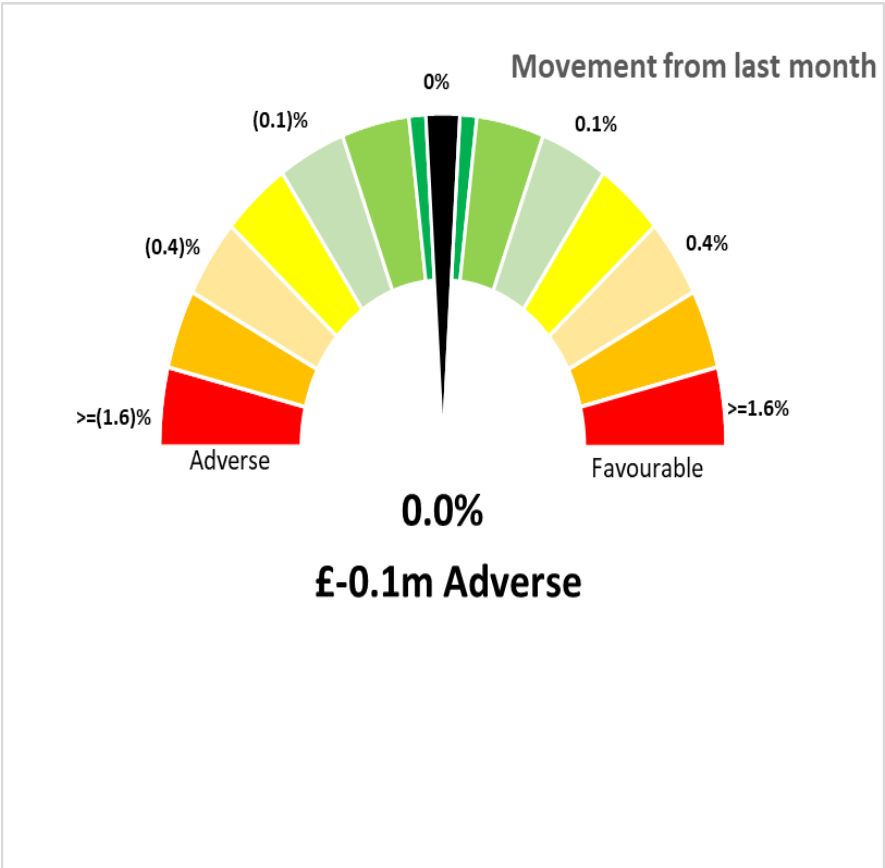
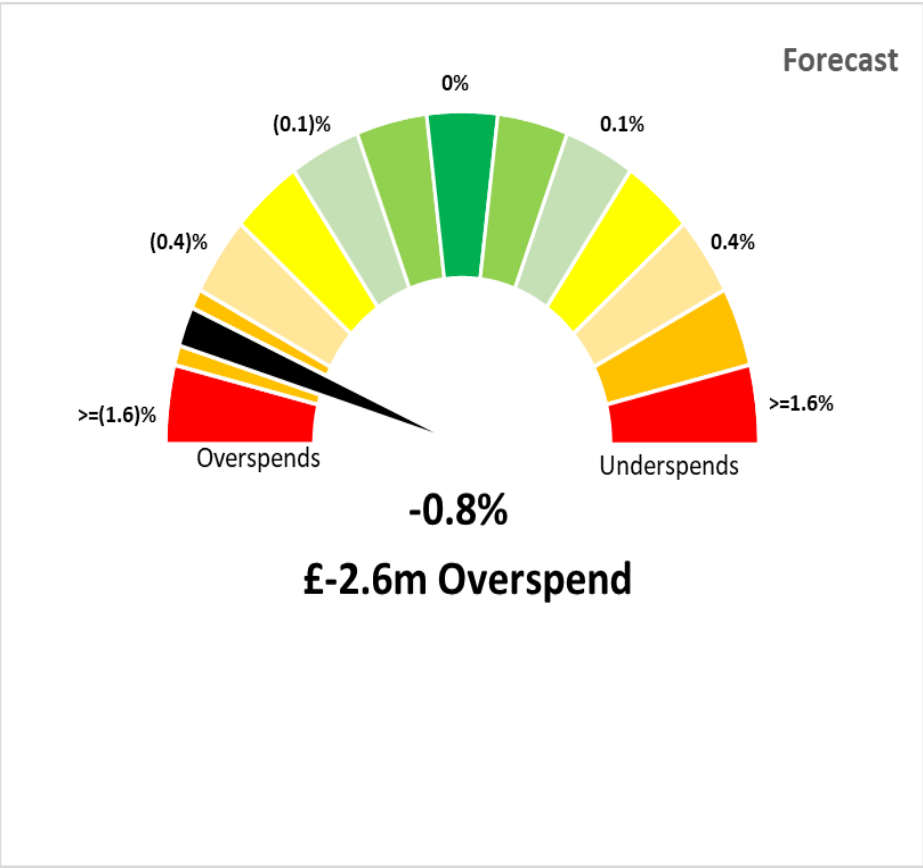
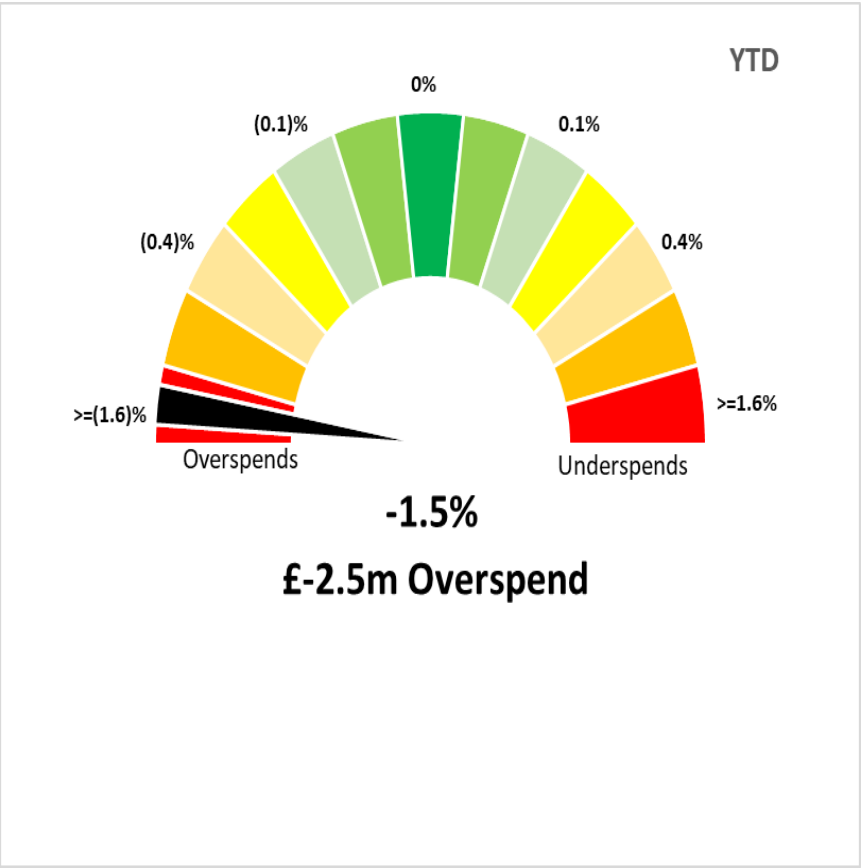
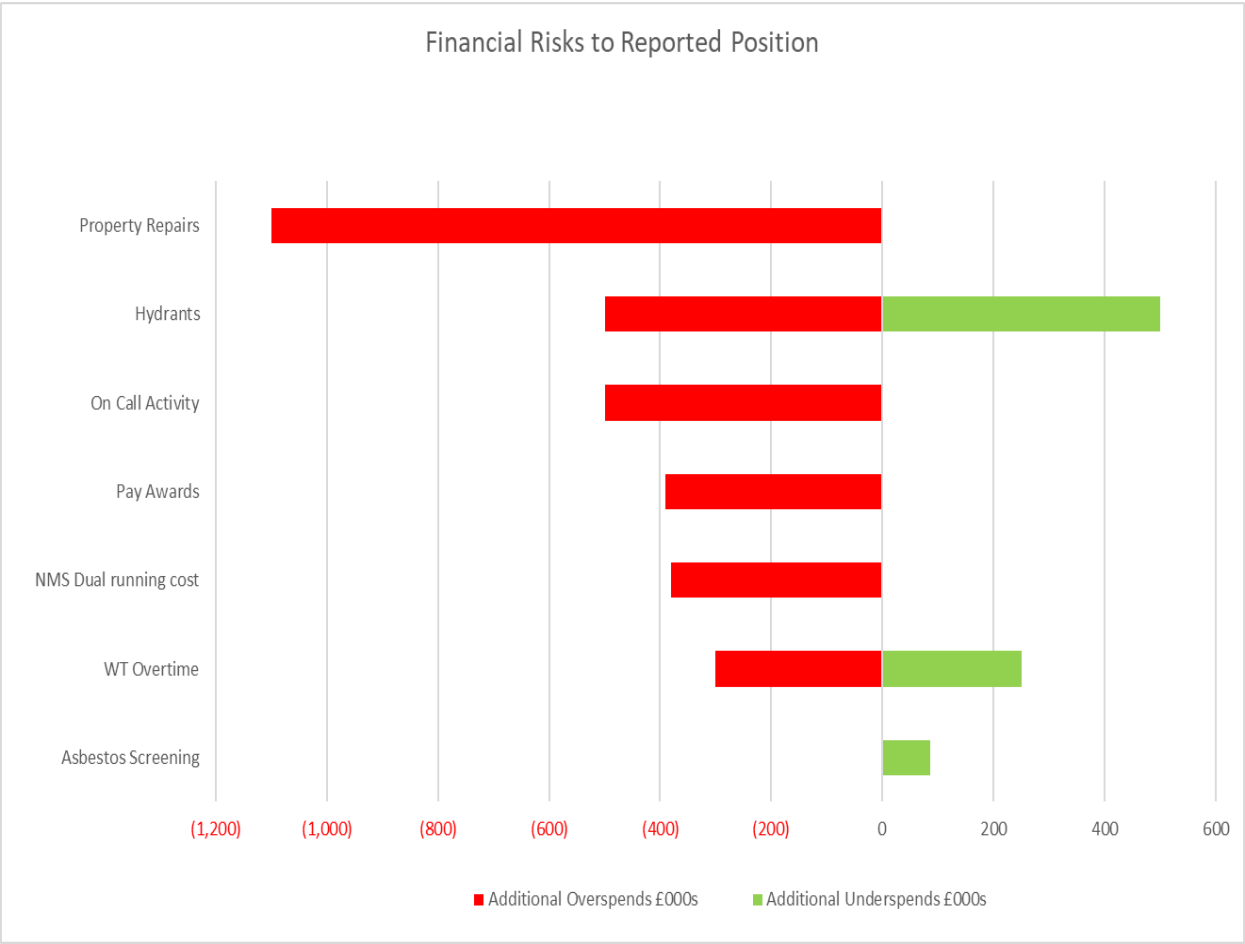
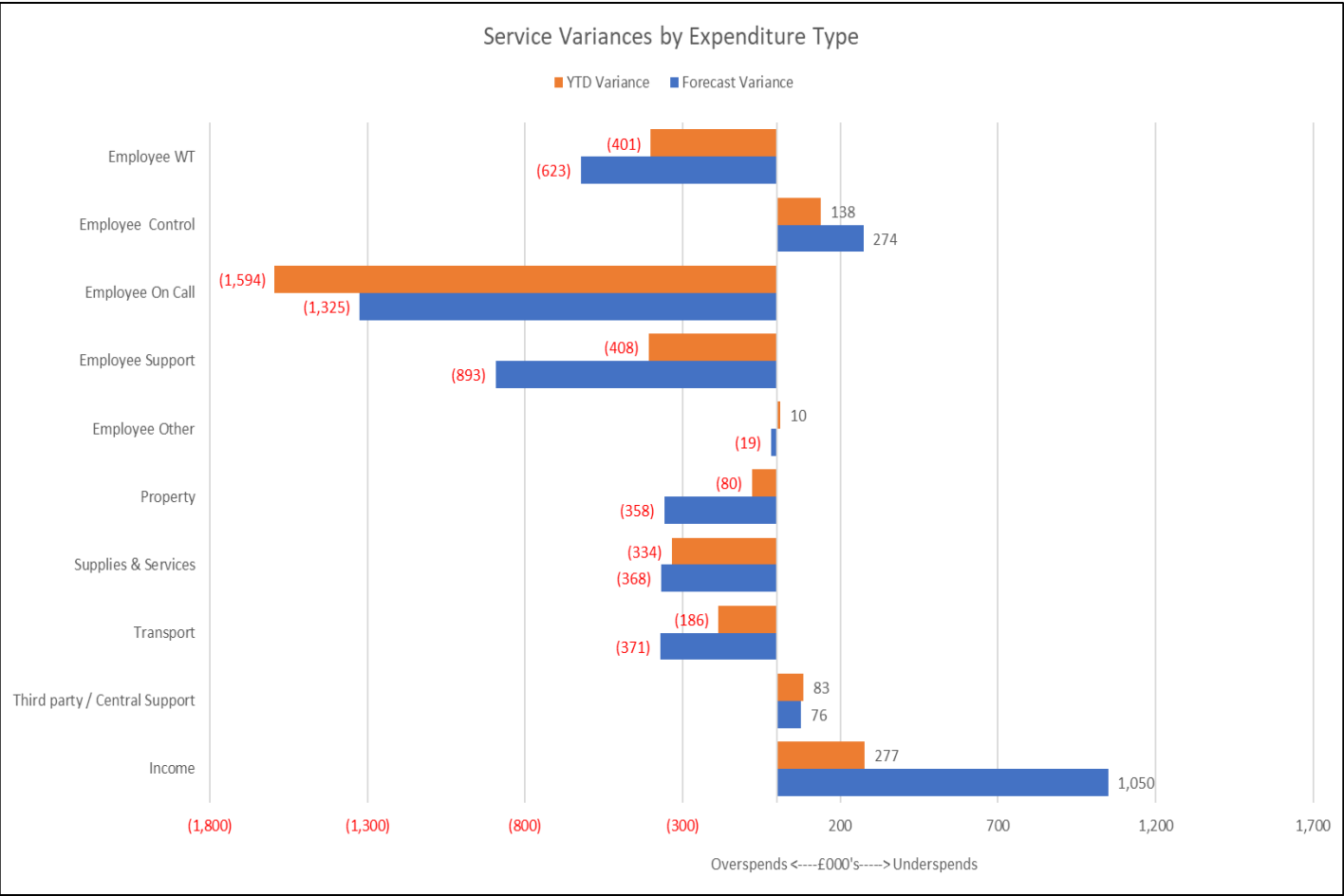
6	Core Brief	
6.1	The Interim Director of Finance & Contractual Services advised the Board of the resource budget position for the period ending 30 th September 2025. The September 2025 resource monitoring report shows a current overspend against budget of £2.493million, with a forecast year-end overspend of £2.556million.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Deborah Stanfield, Interim Director of Finance & Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial / Reasonable / Limited / Insufficient
7.3	Rationale:	The financial position is reviewed monthly and budget variances and forecasts are highlighted. During the year, SLT agree actions to ensure we manage the financial position within agreed financial parameters. In addition: • The Operations Directorate continually review overtime drivers and business rules. • Recruitment and retiral assumptions are under active review. • Portfolio budget management has been delegated to Programme Boards and CPPG.
8	Appendices/Further Reading	
8.1	Appendix A – Consolidated Financial Position	
8.2	Appendix B – Directorate Analysis	
Prepared by:		William Lindsay, Decision Support Manager
Sponsored by:		Lynne McGeough, Head of Finance & Procurement
Presented by:		Deborah Stanfield, Interim Director of Finance & Contractual Services
Links to Strategy and Corporate Values		
The budget recognises the important role the Service plays in delivering against our corporate value of working together for a safer Scotland.		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>22 October 2025</i>
<i>SFRS Board</i>		<i>30 October 2025</i>
		Report Classification/ Comments
		<i>For Noting/Scrutiny</i>
		<i>For Scrutiny</i>

Appendix A

Consolidated Financial Position

September 2025

SFRS Financial Overview 2025/2026 Period 6



SFRS Resource Monitoring Report September 2025

The report below highlights a year-to-date overspend, as at the 30th September 2025, of £2.493 million (1.5% of the year-to-date budget). The forecast overspend to the 31st March 2026 is £2.556 million (0.8% of the full year budget).

Original Budget (1)	SG Budget Revisions	Virements (2)	Revised Annual Budget (1)+(2) (3)	Narrative	Year to Date (£000's)				Year-End Projection (£000's)		
					Budget (4)	Actual (5)	Variance		Forecast (8)	Variance	
							£ (4)-(5) (6)	% (6)/(4) (7)		£ (3)-(8) (9)	% (9)/(3) (10)
268,665	-	(447)	268,218	Employee Costs	132,720	134,973	(2,253)	-1.7%	270,803	(2,585)	-1.0%
260,014	-	(497)	259,517	Salary and Related Costs (including overtime)	128,857	131,122	(2,265)	-1.8%	262,084	(2,567)	-1.0%
177,490	-	125	177,615	Wholetime	88,110	88,511	(401)	-0.5%	178,238	(623)	-0.4%
8,165	-	-	8,165	Control	4,032	3,894	138	3.4%	7,891	274	3.4%
33,435	-	1	33,436	On-Call	16,592	18,186	(1,594)	-9.6%	34,761	(1,325)	-4.0%
40,924	-	(623)	40,301	Support	20,123	20,531	(408)	-2.0%	41,194	(893)	-2.2%
8,651	-	50	8,701	Other Employee Costs	3,863	3,851	12	0.3%	8,719	(18)	-0.2%
3,774	-	-	3,774	Early Retirement Charges	1,691	1,659	32	1.9%	3,742	32	0.8%
1,129	-	51	1,180	Training	389	391	(2)	-0.5%	1,182	(2)	-0.2%
2,446	-	(1)	2,445	Subsistence & Travel	1,165	1,184	(19)	-1.6%	2,499	(54)	-2.2%
1,302	-	-	1,302	Other	618	617	1	0.2%	1,296	6	0.5%
33,658	-	-	33,658	Property Costs	20,015	20,095	(80)	-0.4%	34,016	(358)	-1.1%
27,139	(3,085)	233	24,287	Supplies & Services	15,480	15,814	(334)	-2.2%	24,655	(368)	-1.5%
5,762	-	-	5,762	Transport Costs	2,942	3,128	(186)	-6.3%	6,133	(371)	-6.4%
2,166	-	214	2,380	Third Party Payments	1,133	1,050	83	7.3%	2,304	76	3.2%
1,480	-	-	1,480	Financing	352	352	-	0.0%	1,480	-	0.0%
-	-	-	-	Budget Reallocation	-	-	-	0.0%	-	-	0.0%
338,870	(3,085)	-	335,785	GROSS EXPENDITURE	172,642	175,412	(2,770)	-1.6%	339,391	(3,606)	-1.1%
(1,808)	-	-	(1,808)	Income	(722)	(999)	277	-38.4%	(2,858)	1,050	-58.1%
-	-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
337,062	(3,085)	-	333,977	NET EXPENDITURE	171,920	174,413	(2,493)	-1.5%	336,533	(2,556)	-0.8%

Figures are based on assumptions detailed in section 3.

Forecast Assumptions

Wholetime Firefighters (WTFF)

- All staff are forecast to continue in their current role and pay rate for the remainder of the financial year.
- Employees who have indicated they intend to retire or meet the retiral assumptions are forecast to leave the Service at the relevant date and an acting up chain will immediately follow. This means that all retirals are forecast to result in savings at Firefighter competent level.
- Employees who meet the requirement to retire but have not elected to leave are forecast to remain in employment until their next trigger date.
- Employees in firefighter development roles will progress to competent pay after 33 months unless other factors impact their pathway.
- The financial assumptions for retirals have been discussed with Workforce Planning and remain valid.
- Planned WTFF recruitment has been included in the forecast.

Control

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

On Call personnel

- Retainer fees have been forecast based on current staff levels.
- On Call operational activity levels are forecast, for future months, to be at budgeted levels, unless significant events, such as wildfires, have taken place recently.

Support

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

Pay Awards

- Uniformed pay awards of 3.2% have been applied and reflected in the forecast.
- Support Staff pay awards are forecast based on the budgeted level.

Budget Revisions and Virements

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

- A revision in the Scottish Government funding relating to Firelink resulted in a reduction in Supplies & Services of £3.185,000.
- A revision to the budget for the Health & Wellbeing business case. This resulted in increases in the budget for Employee Wholetime of £76,000, Employee Training of £7,000 and Third Party Payments of £227,000, as well as decreases in the budget for Employee Support of £132,000 and Supplied & Services of £178,000.

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

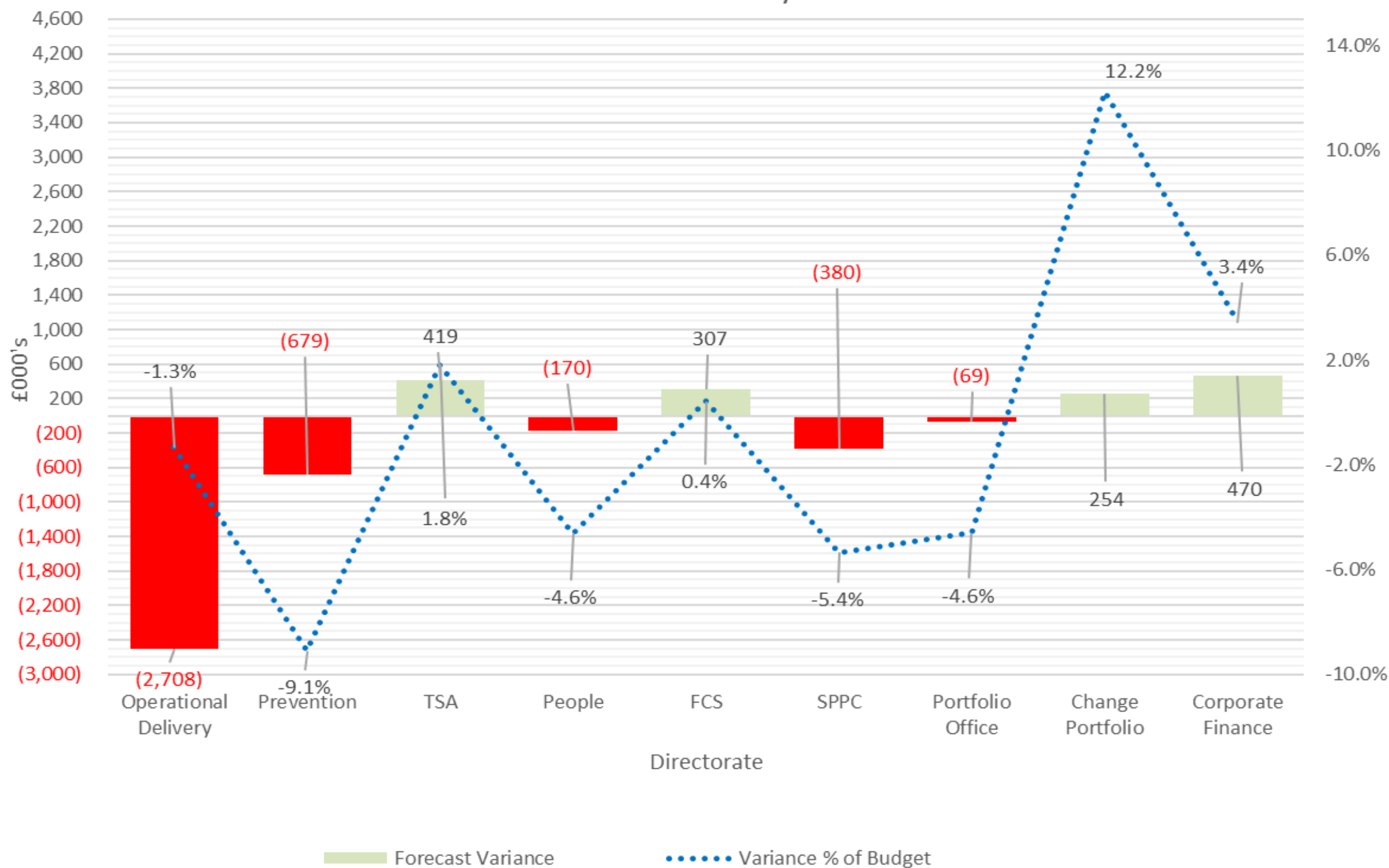
Analysis of Budget Virements £000's

	Budget Approved by the Board	Budget Setting Adjustments	SG Funding Adjustment	SDR	Enforceme nt Training	Rep Bodies	PPFT	Health & Wellbing Bsuiness Case	Other		Revised Budget
Employee WT	177,491	22	-	-	-	26	-	76	0		177,615
Employee Control	8,165	0	-	-	-	-	-	-	0		8,165
Employee Retained	33,435	0	-	-	-	-	-	-	1		33,436
Employee Support	40,924	(124)	-	57	-	-	(435)	(132)	11		40,301
Employee Pension	3,773	0	-	-	-	-	-	-	1		3,774
Employee Training	1,129	(5)	-	-	50	-	-	7	(1)		1,180
Employee Subsistence & Travel	2,446	(1)	-	-	-	-	-	-	-		2,445
Employee Other	1,302	(0)	-	-	-	-	-	-	-		1,302
Property	33,658	(0)	-	-	-	-	-	-	(0)		33,658
Supplies & Services	27,139	121	(3,085)	(57)	(50)	(26)	435	(178)	(12)		24,287
Transport	5,762	0	-	-	-	-	-	-	-		5,762
Third party / Central Support	2,166	(13)	-	-	-	-	-	227	-		2,380
Financing	1,480	(0)	-	-	-	-	-	-	-		1,480
Unallocated Savings	-	-	-	-	-	-	-	-	-		-
Income	(1,808)	(0)	-	-	-	-	-	-	(0)		(1,808)
Disposal of Assets	-	-	-	-	-	-	-	-	-		-
Net Expenditure	337,062	0	(3,085)	(0)	-	(0)	0	-	(0)		333,977

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

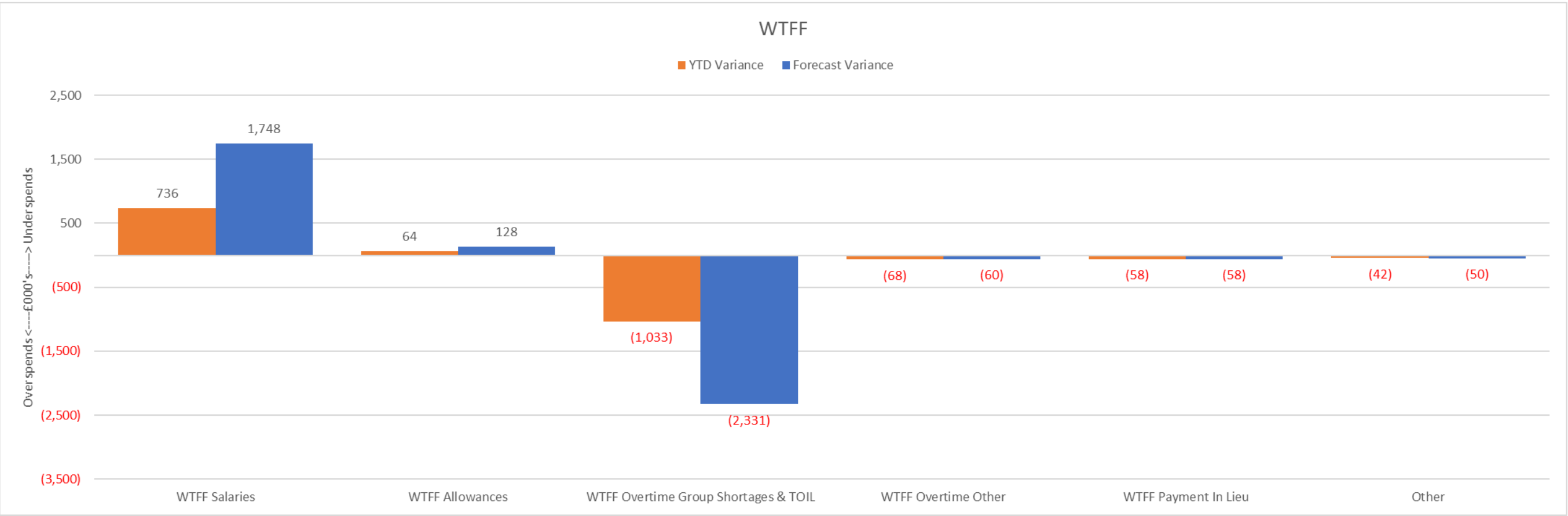
Variance Analysis by Directorate

Forecast Variance by Directorate

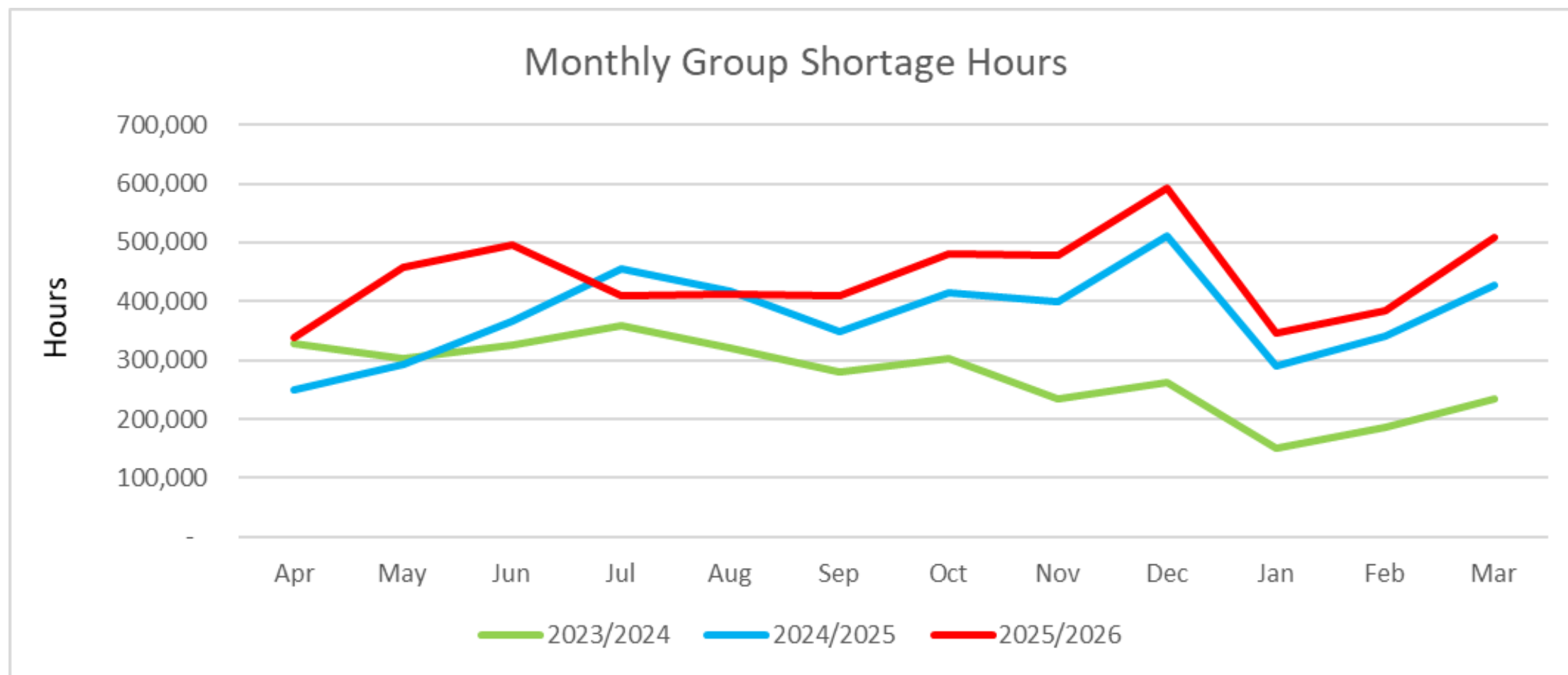


Wholetime

Year to Date (YTD)	Forecast
Currently £401,000 overspent, representing 0.5% of budget.	Forecast to be £623,000 overspent, representing 0.4% of budget.
YTD Underspends: - Salaries – due to current under-establishment and an increased percentage of staff on development rates of pay. - Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations.	Changes in Financial Position: - Salaries – the forecast reflects the number of firefighters that are expected to leave during the financial year. The forecast also incorporates the revised recruitment schedule for 2025/26 which has resulted in lower salaries but an expectation that operational overtime will increase. Forecast also reflects that recruits commence training on the development rate of pay. - Allowances – the forecast is based on payments made in the current month extrapolated across the remainder of the financial year. - Overtime Group Shortages – the forecast assumes additional costs to maintain the current level of operational cover and the impact of the revised recruitment schedule. - WTFF Payment in Lieu – no further costs are forecast as staff encouraged to utilise annual leave prior to retirement. - Overtime Other – it is assumed that other costs will not continue at current levels throughout the year. - Other – flexi costs forecast to reduce as staff return to duty.
YTD Overspends: - Salaries – reduced income for seconded officers. - Overtime Group Shortages – increased levels of overtime due to vacancies, lack of specialist skills and supporting the Health & Wellbeing recovery plan. Includes overtime relating to recent political visits whose costs have been recovered (see Income). - Overtime Other – increased costs for attendance at incidents spanning shift changes and staff undertaking bank hours to improve appliance availability at key On Call stations. - WTFF Payment in Lieu – payments in respect of untaken holidays. - Other – additional flexi officers covering long term absence and projects.	



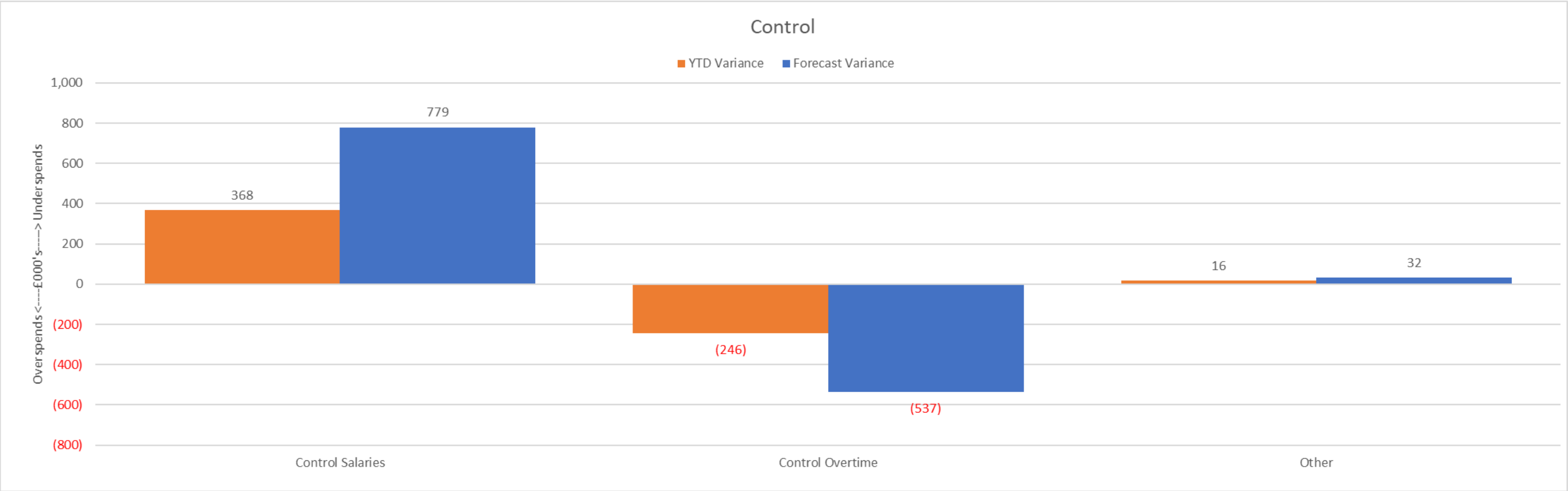
Wholetime Group Shortages



The chart above shows the costs of group shortages (at current prices) over the last two years and the forecast for 2025/26.

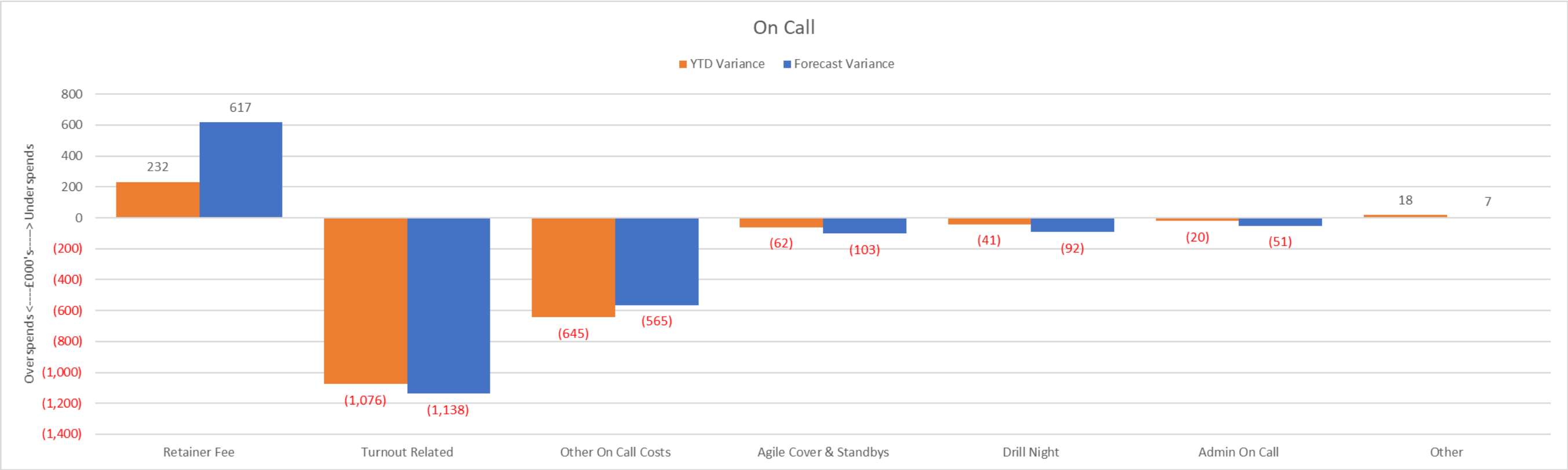
The overtime in the last six months has been driven by increased vacancies and the accelerated use of roster reserve, earlier in the year, to support the Health & Wellbeing recovery plan. Impact of recent changes to Central Staffing business rules will be monitored and forecast amended as required. This has already resulted in a lowering of costs associated with group shortage overtime.

Year to Date (YTD)	Forecast
Currently £138,000 underspent, representing 3.4% of budget.	Forecast to be £274,000 underspent, representing 3.4% of budget.
YTD Underspends: - Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. - Other – flexi costs due to vacant role being covered by WTFF officer.	Changes in Financial Position: - Salaries – the forecast is based on the ongoing impact of current vacancies, staff in development roles and staff that have indicated they would be leaving. The forecast also incorporates the known recruitment in 2025/26. - Overtime – the forecast is based on current activity levels required to support vacancies.
YTD Overspends: Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence.	



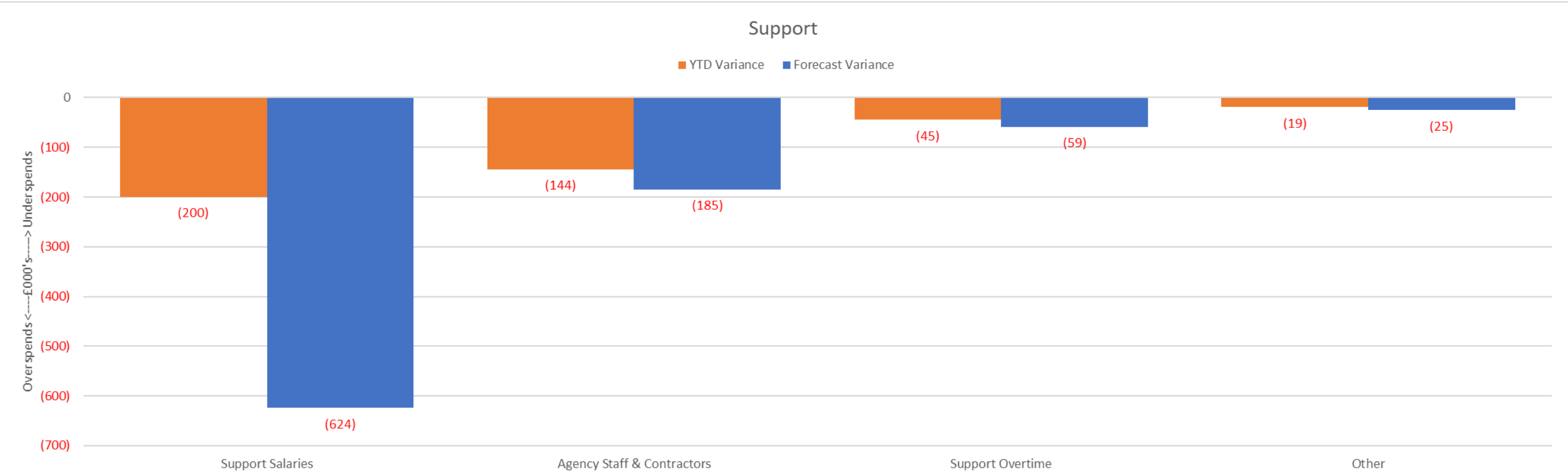
On Call

Year to Date (YTD)	Forecast
Currently £1,594,000 overspent, representing 9.6% of budget.	Forecast to be £1,352,000 overspent, representing 4.0% of budget.
YTD Underspends: Retainer Fees – vacancies.	Changes in Financial Position: - Retainer Fees – the forecast is based on current staffing levels. - Turnout Related – On Call operational activity levels are forecast, for future months, to be at budgeted levels, unless significant events, such as wildfires, have taken place recently. - Other On Call Costs – the forecast for National Insurance reflects the reduction in turnouts and the predicted saving in both community activity and retainer fees. - Drill Nights – forecast reflects expected reduction in activity over the festive period.
YTD Overspends: - Turnout Related – significant increase in demand throughout the last six months of the year due to wildfires and other operational activity across Scotland. - Other On Call Costs – National Insurance costs relating to additional activity and the reduced threshold level that came into effect in April 2025. On Call staff working more than 42 hours in a week are now incurring excess hours at overtime rates. - Agile Cover & Standbys – increase in operational activity has led to greater demand for standbys to maintain fire cover. - Drill Nights – due to increase in duration from 2 to 3 hours in several areas. - Admin – increased activity.	



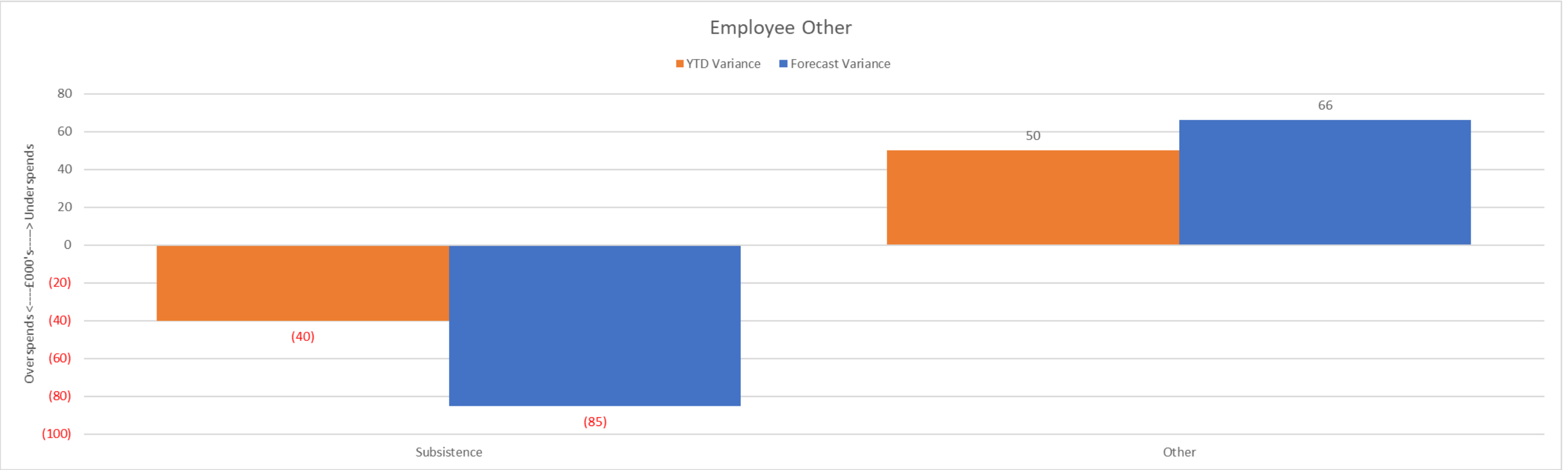
Support

Year to Date (YTD)	Forecast
Currently £408,000 overspent, representing 2.0% of budget.	Forecast to be £893,000 overspent, representing 2.2% of budget.
YTD Underspends: - Salaries – vacancies. - Support Overtime – the use of overtime to support Health & Wellbeing recovery plan has been lower than anticipated.	Changes in Financial Position: - Salaries – the forecast is based on current staffing levels adjusted to reflect known leavers and new starts. - Agency Staff & Contractors – current level of agency staff not expected to continue for the full financial year. - Support Overtime – overtime to support the Health and Wellbeing recovery is no longer required. Demand for Fleet overtime is forecast to continue at current levels. - Other – forecast to return to budgeted levels.
YTD Overspends: - Salaries – current staffing levels are above the budgeted levels when the agreed vacancy factor is considered, and no income recharged for a post which was budgeted to be funded by a third party. - Agency Staff & Contractors – additional costs for staff providing short-term resource within the FCS and SPPC Directorates. - Support Overtime – the use of overtime within Fleet to support operational requirements. - Other – one-off payment relating to Health & Wellbeing.	



Other Employee

Year to Date (YTD)	Forecast
Currently £12,000 underspent, representing 0.3% of budget.	Forecast to be £18,000 overspent, representing 0.2% of budget.
YTD Underspends: - Subsistence - fewer foundation entry trainees required accommodation and lower demand due to delay in operational courses. Subsistence bookings and travel claims are less than budget across operational delivery areas at this time. - Other – travel demand has been less than expected for the last six months.	Changes in Financial Position: - Subsistence - incident catering is not forecast to continue at current levels. Subsistence bookings unit costs increase reflecting seasonal demand. - Other –Travel demand is forecast to rise in operational areas to support planned staff development days .
YTD Overspends: - Subsistence – increase in incident catering due to protracted nature of recent operational activity. Travel and subsistence bookings due to higher unit prices across the sector. - Other - Apprenticeship levy charge has increased based on current salary expenditure. Travel bookings due to higher prices.	



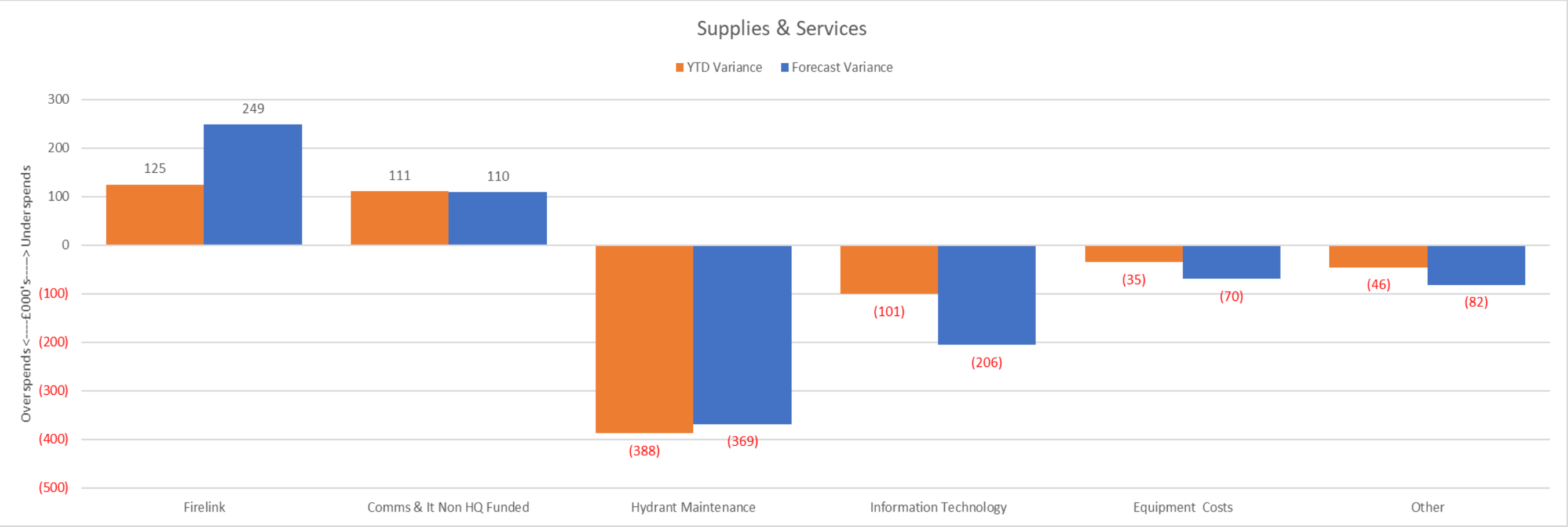
Property

Year to Date (YTD)	Forecast
Currently £80,000 overspent, representing 0.4% of budget.	Forecast to be £358,000 overspent, representing 1.1% of budget.
YTD Underspends: Utilities – reduced consumption over the last six months of the year.	Changes in Financial Position: - Utilities – forecast assumed to be on budget for the rest of the year due to uncertainty over future seasonal demand. - Other – costs not forecast to continue at current levels.
YTD Overspends: - Property Repairs & Maintenance – costs incurred to maintain ageing estate. - Other – minor one-off costs associated within other property lines.	



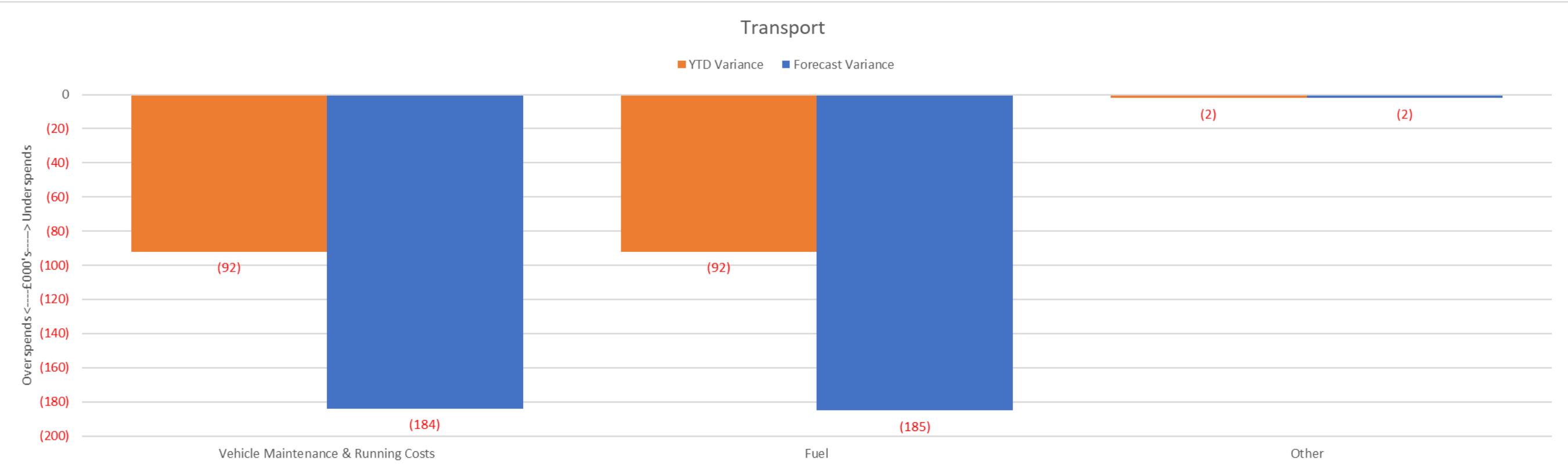
Supplies & Services

Year to Date (YTD)	Forecast
Currently £334,000 overspent, representing 2.2% of budget.	Forecast to be £368,000 overspent, representing 1.5% of budget.
YTD Underspends: - Comms & IT Non-HQ – delay in the In-Vehicle System (IVS) element of the ESMCP/IVS project has resulted in the current underspend. - Firelink – reduction in resource supporting this work.	Changes in Financial Position: - Comms & IT Non-HQ – further savings forecast resulting from the delays in the IVS element of the ESMCP/IVS project, offset by ongoing support to Rostering project. - Hydrant Maintenance – not forecast to continue at current levels due to lower seasonal demand over the winter.
YTD Overspends: - Hydrant Maintenance – due to third party supplier processing historical orders at a higher-than-expected rate and increased traffic management and survey costs being passed on to SFRS. - Comms & IT Non-HQ - additional costs supporting Rostering project. - Information Technology – increase in contract prices above budgeted inflation rate. - Equipment Costs – contract price increase and unexpected testing and inspections of specific items. - Other – insurance premium costs due to higher than budgeted price increase.	



Transport

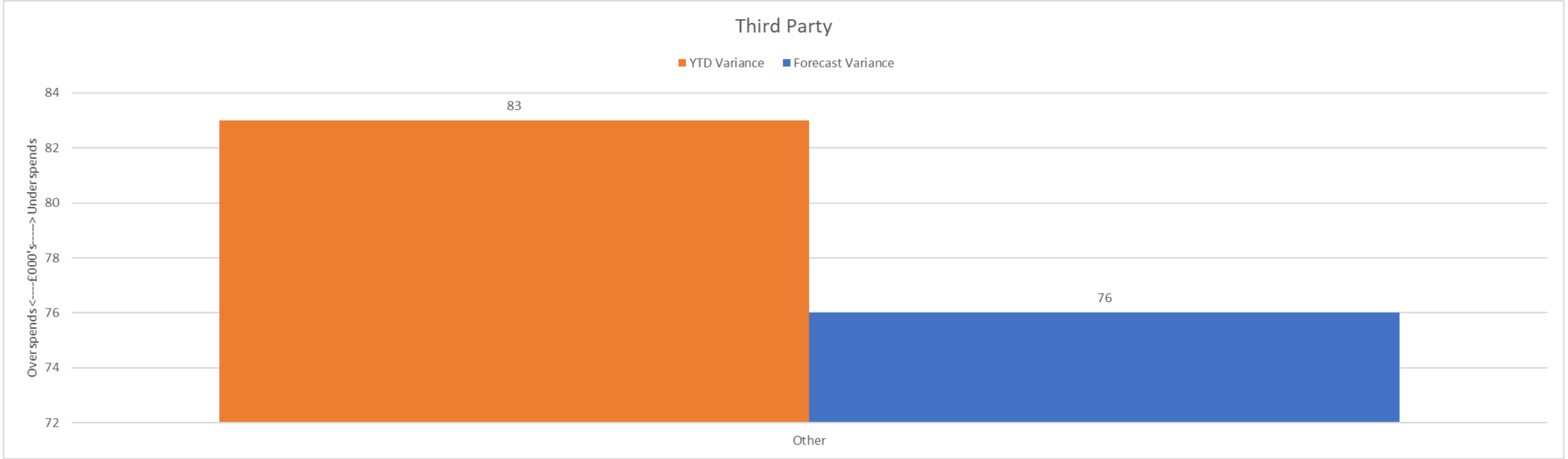
Year to Date (YTD)	Forecast
Currently £186,000 overspent, representing 6.3% of budget.	Forecast to be £371,000 overspent, representing 6.4% of budget.
YTD Underspends:	Changes in Financial Position:
YTD Overspends: - Vehicle Maintenance & Running Costs – increased demand due to ageing fleet and higher than budgeted price increases. - Fuel – increased consumption reflecting current activity levels and price increases.	



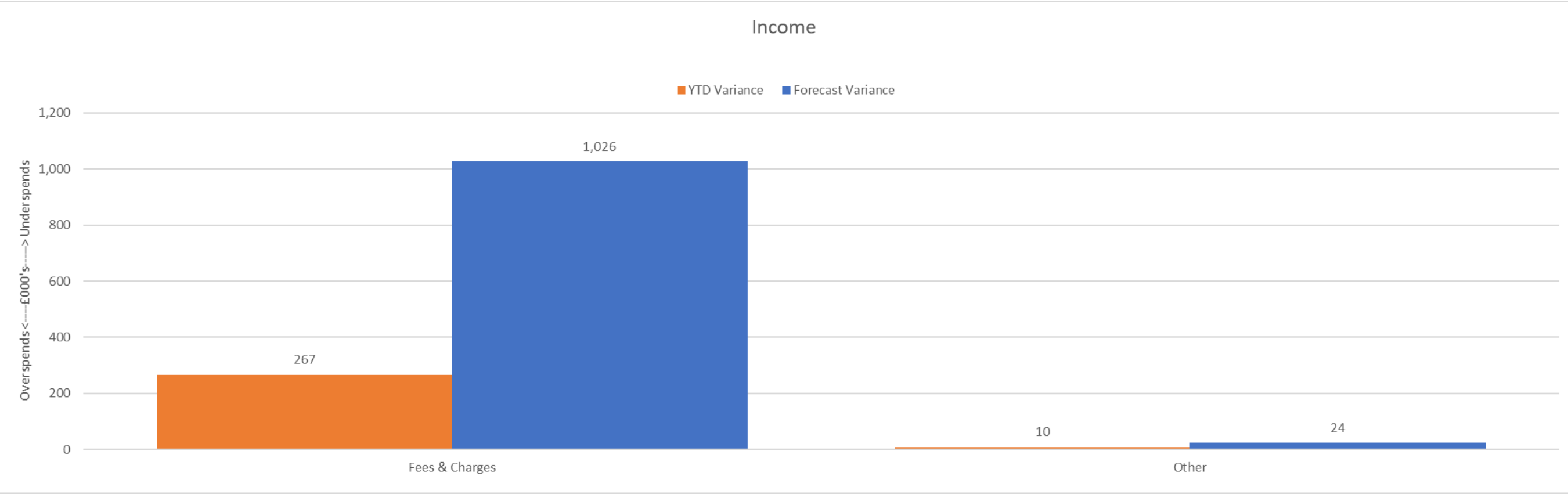
Third Party Payments

6.9

Year to Date (YTD)	Forecast
Currently £83,000 underspent, representing 7.3% of budget.	Forecast to be £75,000 underspent, representing 3.2% of budget.
YTD Underspends: Other – lower third-party costs for external physiotherapy services due to utilising in-house staff instead. Counselling and post incident support are demand led and currently lower than expected.	Changes in Financial Position: Other – demand for physician services expected to increase in the second half of the year.
YTD Overspends:	



Year to Date (YTD)	Forecast
Currently £277,000 over recovered, representing 38.4% of budget.	Forecast to be £1,050,000 over recovered, representing 58.1% of budget.
YTD Over – Recoveries: Fees & Charges – additional income received within operational delivery areas for attending chargeable events, sale of obsolete equipment, biomass income and refund from HMRC.	Changes in Financial Position: Fees & Charges – compensation awarded by a recent court ruling has been included in the forecast.
YTD Under – Recoveries:	



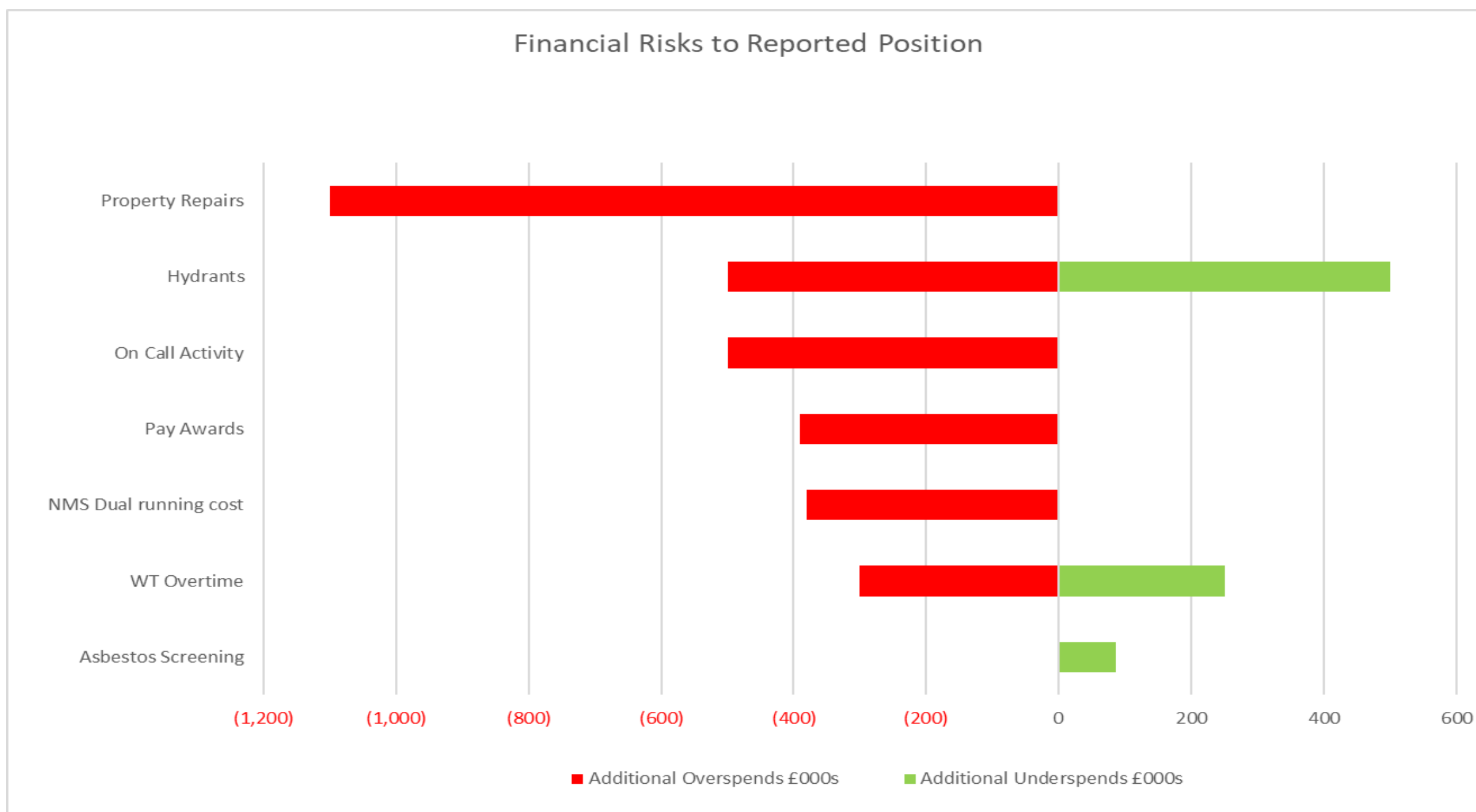
Actions

Area Driving Reason for Recommendation	Recommended Action	Progress	Responsibility	Expected Impact	Status
WTFF Salaries – Underspend	The increased number of firefighters leaving the Service should be closely monitored as this will influence future recruitment.	As at the end of September 2025, 83 firefighters have confirmed retiral dates for 2025/2026. This equates to 56% of budgeted retirals for the year.	People / FCS	None, current attrition and recruitment included in forecast.	Ongoing
WTFF Staff Group Shortage – Overspend	In relation to the increasing levels of vacancies and current abstractions at station level a review of the business rules relating to appliance availability should be undertaken.	Endorsed at Operational Delivery DMT 2 nd July 2025. Tier 2 implemented from 1 st August 2025 and overtime has reduced. Will be reviewed at end of December 2025.	Operations	Circa £0.06m / month reduction in overtime for every appliance made temporarily unavailable.	Ongoing
Support Staff – Overspend	The increase in Support Staff post occupancy should be considered within the Corporate Services Review, as work progresses to develop the service catalogue and define future operating models. This will allow future budget provision to be aligned to the Service's requirements and realistic post occupancy levels.	This action to be closed as no impact expected on this year's forecast.	Corporate Service Review SRO	None identified at this stage.	Complete
Support Staff – Overspend	Weekly review of support staff vacancy requests by Deputy Chief Officers	Awaiting update.	DCOs	None identified at this stage.	New Action
Net Expenditure	Review of current YTD underspends by account line to identify opportunities to reduce future expenditure.	Finance Business Partners engaging with budget holders.	SLT	No significant opportunities identified to date.	Ongoing
Portfolio Project	Consider the realignment of resource across Portfolio projects to ensure they can be managed within budget.	Approval given at CPIG, 24 th September 2025, to realign funds returned from the PPF project to support other projects.	SLT / CPIG	£0.4m	Complete
Contingency	SLT to review contingency balance at the end of September 2025 reporting	Awaiting update.	SLT	£1.4m	Ongoing
Hydrant Maintenance – Overspend	Engagement with senior management of external supplier to agree revised SLA as current arrangements are not fit for purpose.	Engagement with 3 rd party to be arranged..	Prevention	£0.4m	Ongoing

Actions (continued)

Area Driving Reason for Recommendation	Recommended Action	Progress	Responsibility	Expected Impact	Status
On Call Costs	Drill down on the increased costs identified coming from the On Call service and identify the impact of new bandings on appliance availability and staffing levels.	Analysis by Decision Support provided in appendix C3. Further discussion to take place with Service Delivery colleagues planned for late October to determine next steps	Operations/Decision Support	None identified at this stage.	New Action
On Call Pay Claims	Review of submitted pay claims to compare date earned compared to date paid to identify if forecast is robust.	Request submitted to Verification team to supply required data.	Decision Support	None identified at this stage.	New Action
Support staff forecast methodology	Finance Business Partners to engage with budget holders to agree forecast start dates for potential new starts. Current use of POD Admin report leading to month on month swings due to timing issues.	Finance Business Partners to implement new process with budget holders for October 2025 reporting cycle.	Decision Support	£0.5m	New Action

Estimated Range of Risks to Reported Financial Position



Total Overspend Risk to Reported Position £000

£(3,170)

Total Underspend Risk to Reported Position £000

£837

Financial Risks

High Impact Risks

Property Repairs & Maintenance

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

Hydrants

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

On Call Activity

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

Medium Impact Risks

Pay Awards

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

NMS Running Costs

- On going requirement for maintenance support for Computer Aided Despatch (CAD).

WT Overtime & Retiral Predictions

- Future retirals may mean that changes to the business rules may be insufficient to ensure operational availability is maintained. This may result in the need to use overtime to maintain availability or to recruit additional trainee firefighters. Future staff movements may lead to increased costs as staff are promoted into vacant roles.

Low Impact Risks

Asbestos Screening

- There is a risk that the implementation of this task will be delayed further than currently estimated.

Risks

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

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

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

Contingency Fund

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

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

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

Contingency Fund 2025/26		Total £000's
Original Fund Allocation		945
<u>Utilisation of Contingency</u>		
April to Aug		410
<u>September</u>		
Health & Wellbeing BC		(178)
<i>In Year Movement</i>		232
<i>Current Contingency Fund</i>		1,177
PPFT Ring Fenced		(435)
Unallocated Contingency Fund		742

Forecasting Rationale

Current year-end forecast of £0.623 million overspend

This note outlines the forecasting rationale applied to key volatile areas: Wholetime, On Call and Support staff costs and the actions taken and proposed to manage these pressures.

Salary Costs – Wholetime (Risk rating: Medium)

Forecasting is based on historical trends and current under-establishment against the interim target operating model (2,855 FTE). As at the end of September 2025, the target operating model was 3.7% under-established with a current abstraction rate of c15%. This results in the Service experiencing group shortages and skills deficiencies, with Central Staffing reliant on overtime to maintain appliance availability.

Current modelling indicates that group shortage overtime costs are projected to reach approximately £5.3 million by year-end, representing an overspend of £1.9 million against the allocated budget. This overspend is partially offset by a salary underspend of £1.7 million, driven by vacancies and recruitment timing across key areas. This projection is based on:

- Trend analysis of current overtime expenditure.
- Comparative modelling using prior year actuals, adjusted for current establishment levels and operational activity.
- Monthly run-rate forecasting, which has been stress-tested against seasonal variations and known operational pressures.

Current mitigation measures include the move to Tier 2 business rules, from 1st August 2025. This has contributed to a 5.5% reduction (c£200,000) in the forecast outturn compared to the July 2025 reporting period. Continued recruitment via On Call migration should also assist the position as 36 staff join their stations between October and December 2025 in groups of 12.

Actions:

- Monitor impact of Tier 2 business rules and upcoming On Call migration.
- Assess risk of further overspend due to specialist skill shortages.

Forecasting Rationale (continued)

Current year-end forecast of £1.325 million overspend

Salary Costs – On-Call (Risk rating: Medium)

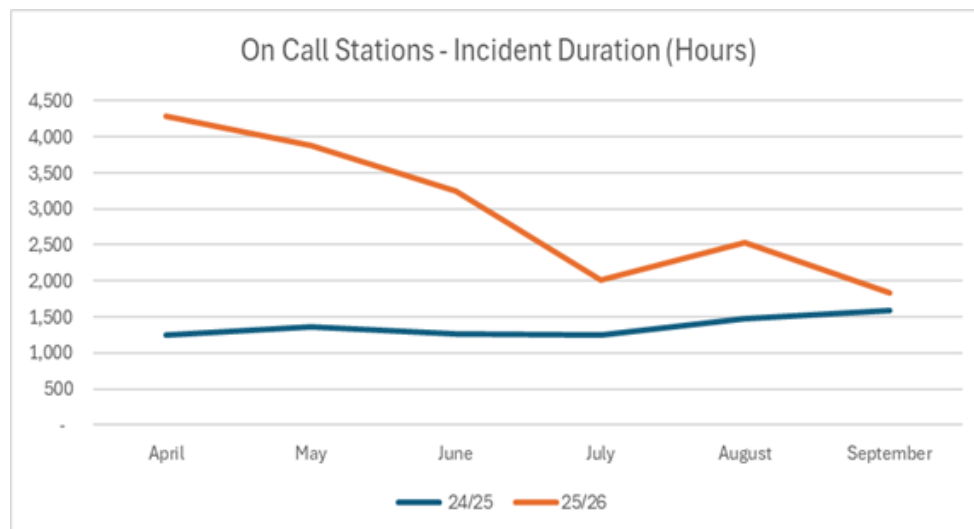
Recent operational activity, particularly the response to wildfires, has led to a year-to-date overspend of approximately £1.1 million in on-call salary costs related to turnouts, disturbance, and attendance. While this level of activity is not expected to continue throughout the remainder of the year, it has impacted on National Insurance (NI) contributions, which are now forecast to exceed budget.

Between April to September 2025, additional NI costs of £0.6 million have been recorded. This increase is driven by:
Legislative changes that lowered the NI threshold to £5,000.

- An increase in the employer contribution rate from 13.8% to 15%.
- Higher-than-anticipated monthly remuneration levels due to increased operational activity, resulting in a greater proportion of salaries attracting the higher NI rate; the timing of these payments throughout the year is a key driver of volatility in employers' NI costs.

Although the budget setting process accounted for these changes to Employers NI contributions, it assumed a level of operational activity consistent with prior years. Current modelling, which incorporates trend analysis and comparative data from previous years, suggests that if activity continues at the current run rate, the Service could be exposed to a further £0.5 million in NI costs, which is not currently included in the forecast figures. This is due to the volatility of activity levels.

The on-call incident chart below illustrates the spike in activity that has contributed to these pressures, providing visual context for the forecast assumptions. As the activity levels fall, there should be a corresponding decrease in costs, especially national insurance, as long as the incident activity is not replaced by other operational duties, such as HFSVs, administrative duties etc.



		Competent	Monthly	
		Retained FF	£s	
Fixed	Retainer Fee	3888	324	
Fixed	Drill Nights	3hrs x 4 per month	213	
Variable	Budgeted Activity hrs per month	9.75	173	
			710	
	Budgeted NI		44	6.20%
	Current Average Activity hrs per month			
Variable		35	621	
	Current NI		111	10%

Actions:

- Review and prioritise non-operational duties (e.g., home fire safety visits, hydrant maintenance, operational intelligence visits) to ensure the most effective use of On Call resources.
- Factor the increased cost of seasonal activities, including NI modelling into future budget planning.
- Evaluate cost-effectiveness of revised banding levels and resource allocation per incident.

Forecasting Rationale (continued)

Current year-end forecast of £0.893 million overspend.

Salary costs – Support (Risk rating: Medium)

The Service is currently forecasting a potential overspend of approximately £0.9 million on support staff salaries. This reflects that against the agreed structure the Service is actually 8% under-established but the application of the 10% vacancy factor results in the 2% overspend. This projection reflects current staffing levels and anticipated movements, including confirmed joiners and leavers through to year-end.

This month's forecast has been based on the current methodology that relies on updates from People Directorate reports to capture staffing changes. However, due to timing misalignments at month-end, 13 staff were inadvertently excluded from the August forecast, resulting in a material adverse variance in Period 6.

To strengthen forecasting accuracy and reduce volatility, Finance Business Partners will now engage monthly with budget holders, applying local intelligence to anticipate staffing changes more proactively. While this approach may not eliminate all timing issues, in tandem with existing People reports, it represents a more responsive and informed forecasting process, aligned with sound financial governance.

Actions:

- SLT has agreed that all support staff vacancies must now be brought to SLT for review and approval prior to recruitment. This measure will ensure tighter control over workforce costs within the budget vacancy factor while enabling prioritisation of critical roles.

In conclusion

Our forecasting approach combines historical data, operational intelligence, and legislative context to ensure transparency and robustness. These insights support our case for additional funding and guide strategic decision-making.

Appendix B – Directorate Analysis

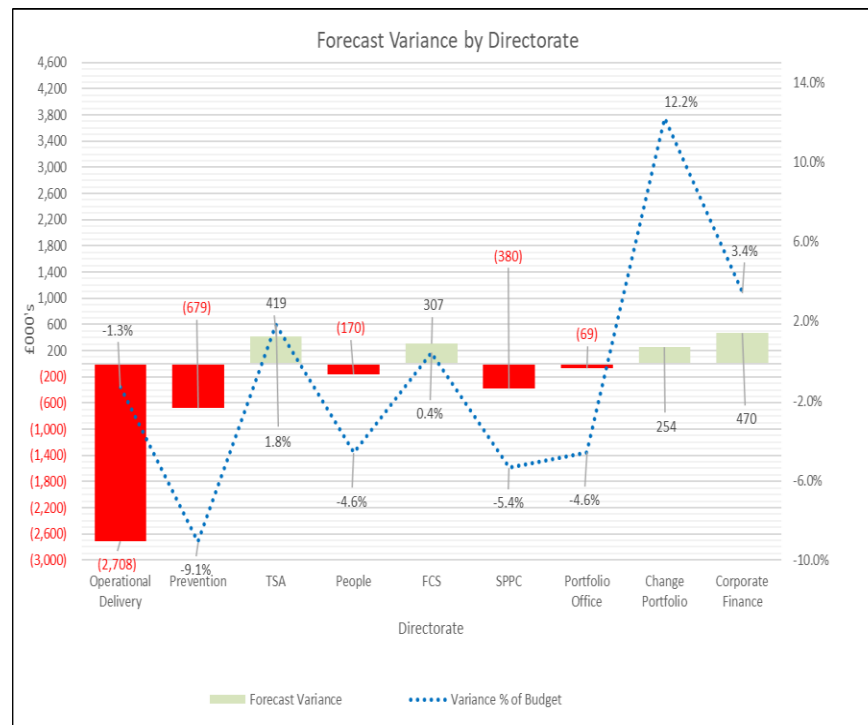
September 2025

Content

1. Directorate Overview
2. Operational Delivery
3. Prevention
4. Training, Safety and Assurance
5. People
6. Finance and Contractual Services
7. Strategic Planning, Performance and Communications
8. Portfolio Office
9. Change Portfolio
10. Corporate Finance

Directorate Overview Position Full Year Variance

	Forecast Variances By Directorate									
	Operational Delivery	Prevention	TSA	People	FCS	SPPC	Portfolio Office	Change Portfolio	Corporate Finance	Total £000's
Wholetime	(1,250)	(172)	441	6	(10)	15	20		412	(538)
Control	291	(3)	-	-	-	-	-		-	288
On Call	(1,325)	-	-	-	-	-	-		-	(1,325)
Support	(453)	(270)	(21)	(239)	286	(397)	(93)		60	(1,127)
Ill Health Early Retirement Charges	-	-	-	-	-	-	-		32	32
Training	(2)	-	-	6	(8)	2	-		-	(2)
Subsistence & Travel	23	(3)	(73)	(5)	-	(1)	4		2	(53)
Other	-	-	(4)	41	-	-	-		(31)	6
Property Costs	(9)	-	-	-	(351)	2	-		-	(358)
Supplies & Services	(34)	(381)	9	2	(47)	1	-		(32)	(482)
Transport Costs	-	-	-	-	(371)	-	-		-	(371)
Third Party Payments/Council Charges	(2)	-	67	(5)	12	(2)	-		-	70
Financing	-	-	-	-	-	-	-		-	-
Budget Reallocation	-	-	-	-	-	-	-		-	-
Income	53	150	-	24	796	-	-		27	1,050
Disposal of Assets	-	-	-	-	-	-	-		-	-
Core Business	(2,708)	(679)	419	(170)	307	(380)	(69)	-	470	(2,810)



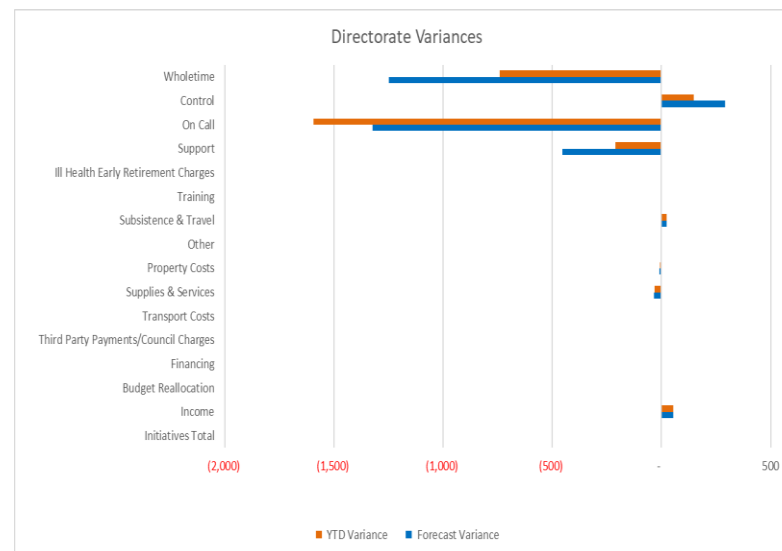
Note

Throughout this document there may be both underspends and overspends within the same category of expense and these should be considered together.

Year to Date (YTD)	Forecast
YTD Underspends: • WTFF – basic pay due to vacancies. Holiday pay overtime less than expected as calculated on last year's reduced overtime costs. Less staff are eligible to receive ARA payments. Public holiday overtime due to less staff than budgeted. • Control – vacancies and staff on development rates. • On Call – retainer fees due to vacancies, reduced community activity and lower demand for agile On Call cover. • Subsistence & Travel – reduced demand during the last six months for business travel due to operational activity. • Income – additional chargeable events across several areas.	Changes to the Financial Position: • WTFF – the forecast reflects current staffing levels, expected leavers throughout the year and planned recruitment campaigns. The potential effect of these changes on overtime demand are reflected in the forecast. • Control – the forecast includes known leavers partially offset by increased overtime to meet operational demands. 10 new trainees from September 2025 are included in the latest forecast. Pay award was based on full structure compared to current establishment being 10% under. • On Call – operational activity levels are forecast, for future months, to be at budgeted levels, unless significant events, such as wildfires, have taken place recently. Non activity related lines have been forecast based on current trends. • Support – the forecast reflects current staffing levels and known future movements. • Subsistence & Travel – demand for business travel forecast to return to budgeted levels to support local staff development days and public consultation activity. Incident catering is not forecast to continue at current levels. • Supplies & Services – community safety engagement and operational equipment costs are not forecast to continue at current levels. • Income – no further unbudgeted income is expected this financial year.
YTD Overspends: • WTFF – increased operational overtime covering vacancies, specific skills shortages and shift change overs. Extra flexi duty allowance due to staff covering absences and supporting projects. Payments in lieu, in respect of untaken holidays and bank working to support appliance availability in rural areas. • Control – overtime to support operational requirements. • On Call – significant increase in demand throughout the start of the year due to wildfires across Scotland. Drill nights, due to increase in hours in several areas from 2 to 3 per night. Administrative costs due to greater demand on supervisory staff. • Support – current staffing levels are above the budgeted levels when the agreed vacancy factor is considered. • Subsistence & Travel – increased incident catering due to number of protracted incidents. • Supplies & Services – one-off purchases of operational equipment and local engagement activities funded from additional income.	

Operational Delivery Directorate

	Year to Date (£000's)				Full Year (£000's)			
	Budget	Actual	Variance	Variance %	Budget	Forecast	Variance	Variance %
Wholetime	78,066	78,808	(742)	-1.0%	157,949	159,199	(1,250)	-0.8%
Control	4,004	3,856	148	3.7%	8,109	7,818	291	3.6%
On Call	15,634	17,228	(1,594)	-10.2%	31,460	32,785	(1,325)	-4.2%
Support	2,739	2,951	(212)	-7.7%	5,478	5,931	(453)	-8.3%
Ill Health Early Retirement Charges	-	-	-	0.0%	-	-	-	0.0%
Training	3	3	-	0.0%	5	7	(2)	-40.0%
Subsistence & Travel	406	383	23	5.7%	813	790	23	2.8%
Other	-	-	-	0.0%	-	-	-	0.0%
Property Costs	139	145	(6)	-4.3%	291	300	(9)	-3.1%
Supplies & Services	208	239	(31)	-14.9%	442	476	(34)	-7.7%
Transport Costs	-	-	-	0.0%	-	-	-	0.0%
Third Party Payments/Council Charges	110	110	-	0.0%	172	174	(2)	-1.2%
Financing	-	-	-	0.0%	-	-	-	0.0%
Budget Reallocation	-	-	-	0.0%	-	-	-	0.0%
Income	(58)	(113)	55	-94.8%	(77)	(130)	53	-68.8%
Disposal of Assets	-	-	-	0.0%	-	-	-	0.0%
Core Business	101,251	103,610	(2,359)	-2.3%	204,642	207,350	(2,708)	-1.3%



Identified Financial Risks

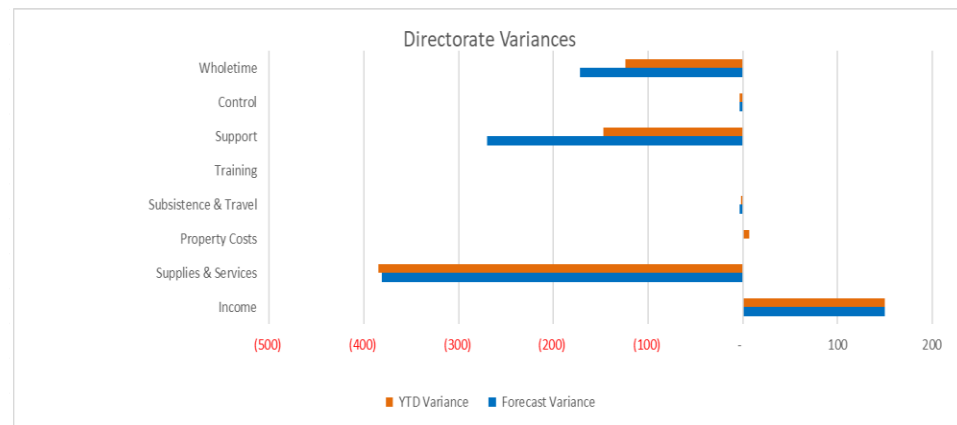
- Corporate risks are identified in section 8 of appendix A.
- WTFF – future impact of retirals on operational costs.
- On Call – forecast assumptions may differ from actual operational demand.

Planned Actions

- Continue to closely monitor overtime levels considering the high levels of retirals.
- Consider conducting development days via Teams to reduce travel and subsistence.
- Consider managing recruitment to ensure that the Directorate's 10% vacancy factor is met.

Year to Date (YTD)	Forecast
YTD Underspends: Income – recovery of costs from recent political visits.	Changes to the Financial Position: - WTFF – the forecast reflects current staffing levels and expected movements throughout the year. No further overtime expected. - Support – the forecast reflects current staffing levels and known future movements. - Supplies & Services – hydrant maintenance not forecast to continue at current levels over the winter period.
YTD Overspends: - WTFF – over established due to staff supporting Crown Office investigations. Overtime relating to political visits, offset by income from Scottish Government. - Support – current staffing levels are above the budgeted levels when the agreed vacancy factor is considered. Recovery of costs for the Museum of Fire manager will not be sought from the Fire and Rescue Heritage Scotland Trust (FRHS). - Supplies & Services – hydrant maintenance due to the third-party supplier processing historical orders at a higher-than-expected rate and increased traffic management and survey costs being passed on to SFRS.	

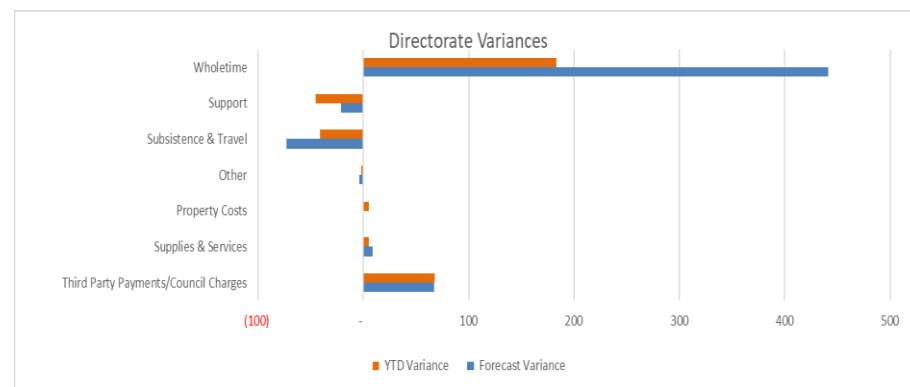
	Year to Date (£000's)					Full Year (£000's)			
	Budget	Actual	Variance	Variance %		Budget	Forecast	Variance	Variance %
Wholetime	1,676	1,800	(124)	-7.4%		3,357	3,529	(172)	-5.1%
Control	-	3	(3)	0.0%		-	3	(3)	0.0%
Support	1,356	1,503	(147)	-10.8%		2,712	2,982	(270)	-10.0%
Training	1	-	1	100.0%		2	2	-	0.0%
Subsistence & Travel	23	25	(2)	-8.7%		49	52	(3)	-6.1%
Property Costs	7	-	7	100.0%		14	14	-	0.0%
Supplies & Services	627	1,012	(385)	-61.4%		1,322	1,703	(381)	-28.8%
Third Party Payments/Council Charges	-	-	-	0.0%		10	10	-	0.0%
Income	-	(150)	150	0.0%		-	(150)	150	0.0%
Core Business	3,690	4,193	(503)	-13.6%		7,466	8,145	(679)	-9.1%



Identified Financial Risks	Planned Actions
- Corporate risks are identified in section 8 of appendix A. - Lack of current SLA may lead to differences in the final forecast position.	- Awaiting paper for SLT in respect of the funding arrangements for FRHS. - Consider managing recruitment to ensure that the Directorate's 10% vacancy factor is met. - Senior management to meet with supplier to discuss hydrant maintenance situation.

Year to Date (YTD)	Forecast
YTD Underspends: - WTFF – vacancies. - Subsistence & Travel – trainee accommodation is underspent due to accommodation requirements for earlier intakes being lower than anticipated. - Third Party Payments – physiotherapy fees, counselling /post-incident support and physician costs are underspent due to focus having been on delivering the H&W recovery plan. Day-to-day activities are being outsourced to a third-party provider.	Changes to the Financial Position: - WTFF – the forecast reflects current staffing levels and expected future retireals. The potential effect of changes on overtime demand are also reflected in the forecast. - Support – the forecast reflects current staffing levels and known future movements. - Subsistence & Travel – subsistence bookings are forecast to decrease due to an expected fall in unit costs as the winter months arrive - Third Party Payments – costs will continue to fall below budgeted levels, except for the physician service which is expected to exceed budget in Q4 due to outsourcing of day-to-day activities to a third-party provider continuing throughout the remainder of the year.
YTD Overspends: - WTFF – increased overtime to cover vacancies and training scheduling. - Support –current staffing levels are now above budgeted levels when the agreed vacancy factor is considered. - Subsistence & Travel – bookings are overspent due to increased accommodation prices.	

	Year to Date (£000's)					Full Year (£000's)			
	Budget	Actual	Variance	Variance %		Budget	Forecast	Variance	Variance %
Wholetime	6,417	6,234	183	2.9%		12,749	12,308	441	3.5%
On Call	958	958	-	0.0%		1,976	1,976	-	0.0%
Support	1,776	1,821	(45)	-2.5%		3,573	3,594	(21)	-0.6%
Training	146	146	-	0.0%		589	589	-	0.0%
Subsistence & Travel	620	661	(41)	-6.6%		1,360	1,433	(73)	-5.4%
Other	18	20	(2)	-11.1%		36	40	(4)	-11.1%
Property Costs	25	20	5	20.0%		60	60	-	0.0%
Supplies & Services	843	838	5	0.6%		1,435	1,426	9	0.6%
Third Party Payments/Council Charges	683	615	68	10.0%		1,305	1,238	67	5.1%
Income	(5)	(5)	-	0.0%		(18)	(18)	-	0.0%
Core Business	11,481	11,308	173	1.5%		23,065	22,646	419	1.8%



Identified Financial Risks	Planned Actions
- Corporate risks are identified in section 8 of appendix A. - Future retireals are forecast to significantly impact the staffing levels within the TSA Directorate.	

Year to Date (YTD)

YTD Underspends:

- Employee Other – relocation costs are underspent due to a lower number of relocation payments being required than predicted.
- Income – modern apprenticeship scheme income is currently recovering ahead of schedule due to effective management of outstanding claims.

YTD Overspends:

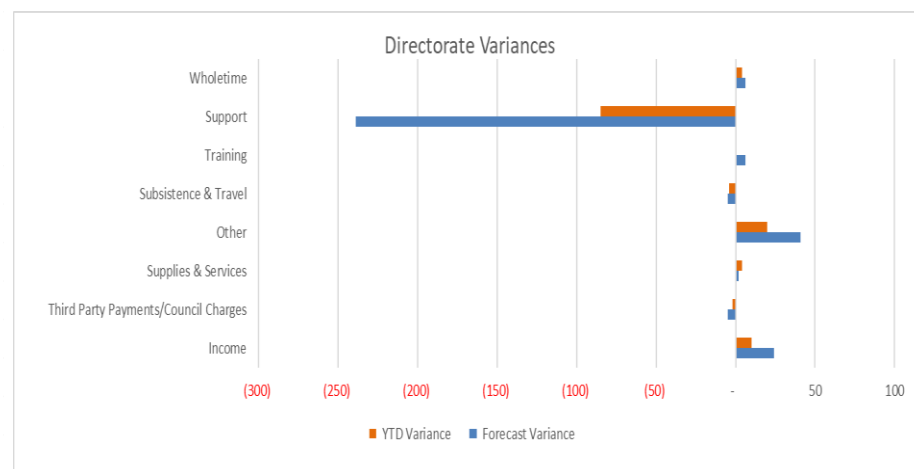
- Support – current staffing levels are above the budgeted levels when the agreed vacancy factor is considered.

Forecast

Changes to the Financial Position:

- Support – the forecast reflects current staffing levels and known future movements.
- Income – modern apprenticeship scheme income is forecast to over-recover following successful lobbying to the third-party provider that migration trainees should be treated as modern apprentices.

	Year to Date (£000's)					Full Year (£000's)			
	Budget	Actual	Variance	Variance %		Budget	Forecast	Variance	Variance %
Wholetime	78	74	4	5.1%		156	150	6	3.8%
Support	1,676	1,761	(85)	-5.1%		3,337	3,576	(239)	-7.2%
Training	176	176	-	0.0%		482	476	6	1.2%
Subsistence & Travel	5	9	(4)	-80.0%		10	15	(5)	-50.0%
Other	44	24	20	45.5%		120	79	41	34.2%
Supplies & Services	96	92	4	4.2%		122	120	2	1.6%
Third Party Payments/Council Charges	38	40	(2)	-5.3%		54	59	(5)	-9.3%
Income	(282)	(292)	10	-3.5%		(592)	(616)	24	-4.1%
Core Business	1,831	1,884	(53)	-2.9%		3,689	3,859	(170)	-4.6%



Identified Financial Risks

- Corporate risks are identified in section 8 of appendix A.

Planned Actions

- Ensure the Firefighter Modern Apprenticeship income scheme continues to be managed to maximise the amount that can be claimed under the contract.
- Consider managing recruitment to ensure that the Directorate's 10% vacancy factor is met.

Year to Date (YTD)

YTD Underspends:

- Support – vacancies mainly within Digital and Technology Services (DaTS) and Asset Management.
- Property – reduced consumption levels in the first six months of the year in electricity and gas usage. Saving in rates due to rebate for Cambuslang and Leadhills closure.
- Supplies and Services – reduced costs in respect of Firelink. This follows the successful legal challenge by the UK Government over the level of profits being made by the contract provider. FF uniforms is being managed to assist in mitigating the PPE overspend.
- Third Party – savings relating to the pension consolidation exercise.
- Income – sale of obsolete equipment and income generation from biomass.

YTD Overspends:

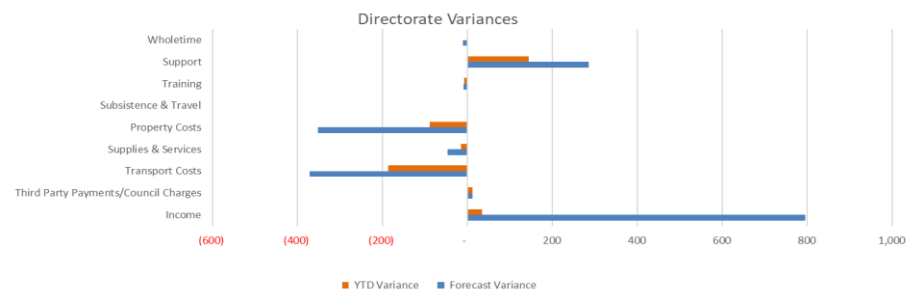
- Support – agency staff within Asset Management and DaTS and overtime incurred by Fleet whilst on standby as a result of increased operational activity levels.
- Property – 70% of the property repairs and maintenance full year budget is already committed in the first half of the year. Contract cleaning at Hamilton.
- Supplies and Services – increase in information technology contract prices above inflation rates. Contract price increases has led to an overspend on equipment maintenance and unexpected pressures for ballistic helmet testing and portable extinguisher inspections etc. PPE overspend due to increased demand.
- Transport – increase in fuel consumption reflecting current activity levels and price increases. Vehicle maintenance and fleet external contractors is overspent due to increase in price and demand. Also unexpected costs for aerial ladder platform repairs and increase in engine failures.

Forecast

Changes to the Financial Position:

- Support – the forecast reflects current staffing levels and known future movements. The remaining agency staff has been forecast to end in December 2025.
- Property – due to the impact of future weather on gas and electricity consumption, a cautious approach has been taken.
- Transport – fuel forecast not expected to continue at current levels.
- Third Party – no further savings expected.
- Income – settlement expected in relation to the Truck Cartel legal claim.

	Year to Date (£000's)				Full Year (£000's)			
	Budget	Actual	Variance	Variance %	Budget	Forecast	Variance	Variance %
Wholetime	151	152	(1)	-0.7%	302	312	(10)	-3.3%
Support	8,087	7,942	145	1.8%	16,394	16,108	286	1.7%
Training	55	62	(7)	-12.7%	92	100	(8)	-8.7%
Subsistence & Travel	101	102	(1)	-1.0%	194	194	-	0.0%
Property Costs	19,839	19,927	(88)	-0.4%	33,282	33,633	(351)	-1.1%
Supplies & Services	10,304	10,318	(14)	-0.1%	15,297	15,344	(47)	-0.3%
Transport Costs	2,942	3,128	(186)	-6.3%	5,762	6,133	(371)	-6.4%
Third Party Payments/Council Charges	34	22	12	35.3%	100	88	12	12.0%
Income	(378)	(413)	35	-9.3%	(723)	(1,519)	796	-110.1%
Core Business	41,135	41,240	(105)	-0.3%	70,700	70,393	307	0.4%



Identified Financial Risks

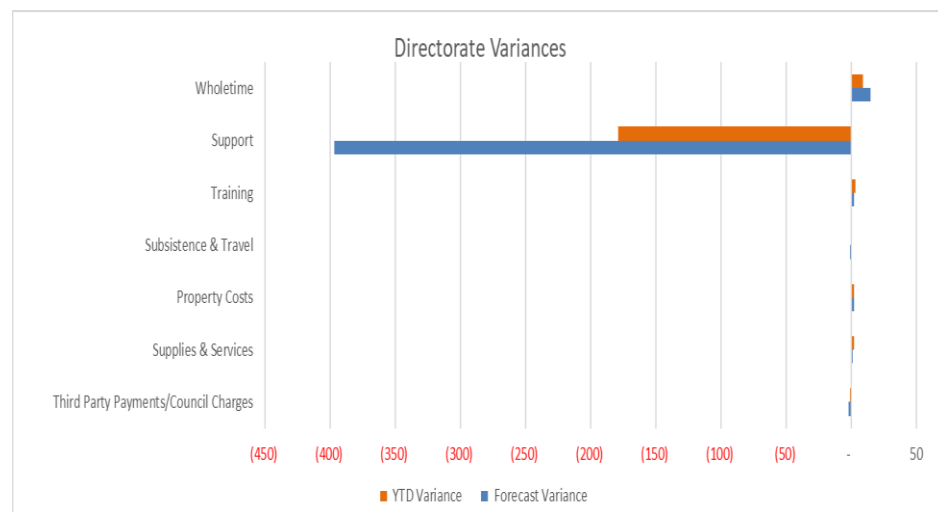
- 70% of the repairs and maintenance budget has already been committed.
- Corporate risks are identified in section 8 of Appendix A.
- Geopolitical influences may result in increased fuel prices.
- Impact of weather on utility costs.
- Concerns regarding average age of the fleet.

Planned Actions

- Restructures within DaTS and Fleet are ongoing.

Year to Date (YTD)	Forecast
YTD Underspends:	Changes to the Financial Position: Support Staff – the forecast reflects current staffing levels and known future movements. The remaining agency staff has been forecast to end in December 2025.
YTD Overspends: Support Staff – current staffing levels are above the budgeted levels when the agreed 10% vacancy factor is taken into account. Agency staff increased due to a recruitment placement fee and extended period of sickness cover.	

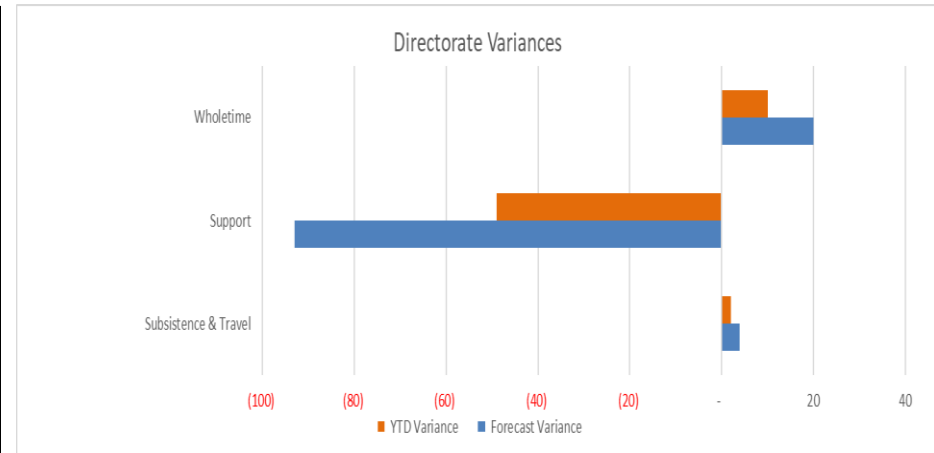
	Year to Date (£000's)					Full Year (£000's)			
	Budget	Actual	Variance	Variance %		Budget	Forecast	Variance	Variance %
Wholetime	567	558	9	1.6%		1,136	1,121	15	1.3%
Support	2,727	2,906	(179)	-6.6%		5,336	5,733	(397)	-7.4%
Training	6	3	3	50.0%		10	8	2	20.0%
Subsistence & Travel	12	12	-	0.0%		24	25	(1)	-4.2%
Property Costs	4	2	2	50.0%		11	9	2	18.2%
Supplies & Services	78	76	2	2.6%		106	105	1	0.9%
Third Party Payments/Council Charges	244	245	(1)	-0.4%		478	480	(2)	-0.4%
Core Business	3,638	3,802	(164)	-4.5%		7,101	7,481	(380)	-5.4%



Identified Financial Risks	Planned Actions
Corporate risks are identified in section 8 of appendix A.	Consider managing recruitment to ensure that the Directorate's 10% vacancy factor is met.

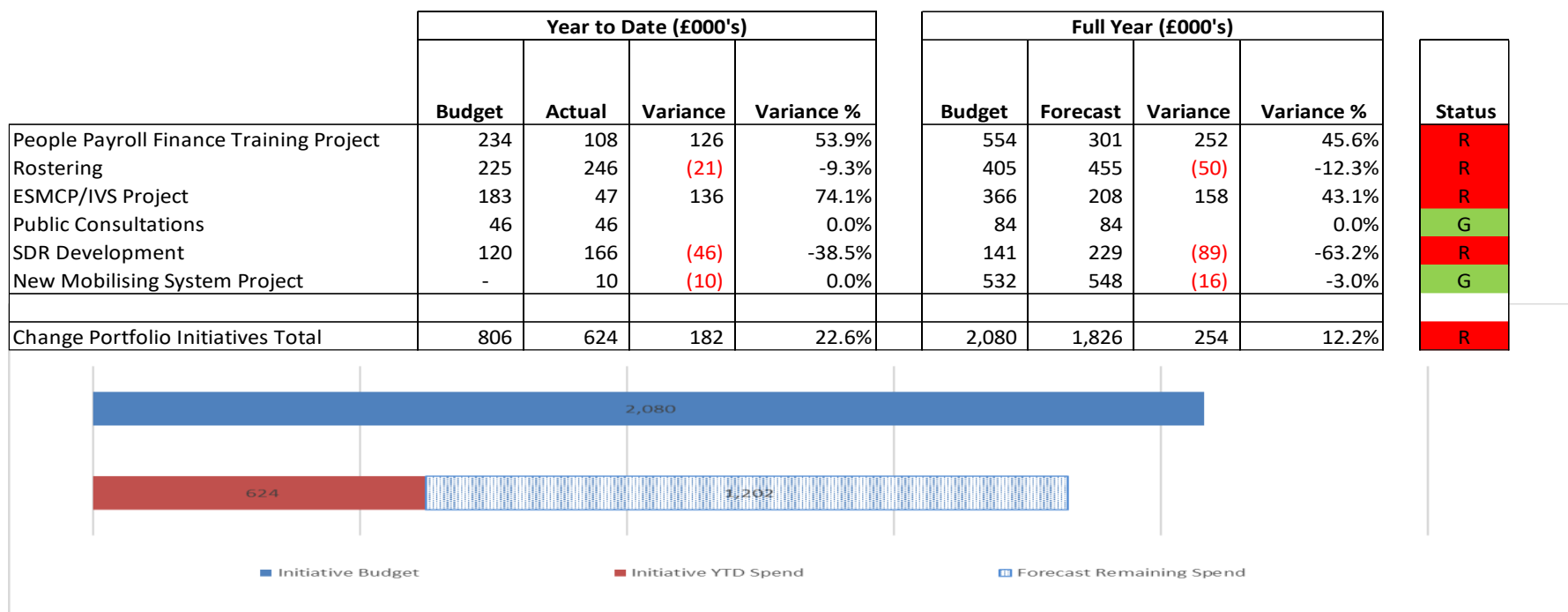
Year to Date (YTD)	Forecast
YTD Underspends: YTD Overspends: Support Staff – current staffing levels are above the budgeted levels when the agreed 10% vacancy factor is taken into account.	Changes to the Financial Position: - WTFF – the forecast reflects current staffing levels and expected future retireals. - Support – the forecast reflects current staffing levels and known future movements.

	Year to Date (£000's)					Full Year (£000's)			
	Budget	Actual	Variance	Variance %		Budget	Forecast	Variance	Variance %
Wholetime	72	62	10	13.9%		122	102	20	16.4%
Support	659	708	(49)	-7.4%		1,313	1,406	(93)	-7.1%
Subsistence & Travel	4	2	2	50.0%		9	5	4	44.4%
Property Costs	-	-	-	0.0%		1	1	-	0.0%
Supplies & Services	19	19	-	0.0%		19	19	-	0.0%
Third Party Payments/Council Charges	8	8	-	0.0%		39	39	-	0.0%
Core Business	762	799	(37)	-4.9%		1,503	1,572	(69)	-4.6%



Identified Financial Risks	Planned Actions
Corporate risks are identified in section 8 of appendix A.	Consider managing recruitment to ensure that the Directorate's 10% vacancy factor is met.

Change Portfolio Initiative Analysis



Initiative Headlines

- People Payroll Finance Training Project – the project is currently forecast to underspend due to vacancies.
- Rostering Project – this project is currently forecast to overspend due to the requirement to extend an existing contract and possible further development costs to the new system.
- ESMCP/IVS Project – IVS (SFRS funded) element of the project is forecast to be underspend due to delays with Modas software implementation. This is a consequence of prerequisite testing of Airwave GD-92 gateway that required re-work.
- Public Consultations – this project is currently forecast to be on budget.
- SDR – the project is currently forecast to overspend due to WFFF employees supporting SDR work.
- New Mobilising System Project – the project is forecast to overspend due to flexi cover costs for staff supporting the project.

Identified Financial Risks

- Corporate risks are identified in section 8 of appendix A.
- There is a risk that the need to address the Service overtime overspend may impact the SDR project.

Planned Actions

- Consider the realignment of resource across Portfolio projects to ensure they can be managed within budget.

	£'000	
Costs	(6)	Corporate Finance Costs represent actual costs to the Service which cannot be allocated to a specific budget holder. • Employee WT is forecasting an underspend of £30,000 mainly due to an expected resignation. • Apprenticeship levy is forecasting a £27,000 overspend based on the current pattern. • Supplies and Services are forecasting an overspend of £28,000 due to insurance policy premiums increase. • Fees & Charges are forecasting an over recovery of £27,000 due to Interest received from HMRC. • There is £8,000 forecast overspend spread between remaining account lines.
Adj.	0	Corporate Finance Adjustments are budgets set aside to fund unknown values. They provide the opportunity to adjust budgets already being held by Directorates once events crystallise, outcomes become known, and costs are incurred.
New Recruits	380	Corporate New Recruits are costs for WTFF trainees incurred during the training period before they are allocated to stations. The underspend is due to revised recruitment plans.
Other	64	Included in Corporate Finance Other are costs incurred on behalf of other bodies/projects and are generally funded by third party contributors, for example Seconded Officers and staff funded by partnership agencies. The forecast over recovery is due to a previously unfunded secondment to HMFSI now being funded.
Pensions	32	Pensions are forecasting an underspend due to LGPS unfunded.
Total	470	

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/18-25

Agenda Item: 14

Report to:		THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE																		
Meeting Date:		30 OCTOBER 2025																		
Report Title:		CAPITAL MONITORING REPORT 2025/26 – SEPTEMBER 2025																		
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>																	
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>											
1	Purpose																			
1.1	The purpose of this report is to provide the Board with the actual and committed expenditure against the 2025/26 capital budget for the period ending 30 September 2025.																			
2	Funding																			
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 25 February 2025, set Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £47.0m (rounded) for 2025/26.																			
2.2	At present, there is no budget for the disposal of Non-Operational Vehicles and Properties, but the Net Book Value of any surplus assets sold will be re-invested back into the Capital budget during the year. No other capital receipts are currently anticipated in financial year 2025/26.																			
2.3	The total capital funding for the financial year is £47.0m, as shown in the table below: <table><tr><th>Funding Source</th><th>Budget £000s</th><th>%</th></tr><tr><td>Capital DEL</td><td>47,000</td><td>100%</td></tr><tr><td>Capital Receipts</td><td>0</td><td>0%</td></tr><tr><td>TOTAL FUNDING</td><td>47,000</td><td>100%</td></tr></table>								Funding Source	Budget £000s	%	Capital DEL	47,000	100%	Capital Receipts	0	0%	TOTAL FUNDING	47,000	100%
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3	Progress towards Programme Delivery																																																																									
3.1	Capital Expenditure has been programmed based on available funding as shown in the table below: <table><tr><th rowspan="3">Category</th><th rowspan="3">Approved Budget £000s</th><th colspan="6">Expenditure £000s</th></tr><tr><th colspan="3">Spend in Progress</th><th rowspan="2">Forecast to Year End</th><th rowspan="2">Full Year Forecast</th><th rowspan="2">Variance to Budget</th></tr><tr><th>Committed</th><th>Receipted</th><th>Paid</th></tr><tr><td>Property Major Works</td><td>14,390</td><td>4,355</td><td>90</td><td>1,536</td><td>8,409</td><td>14,390</td><td>0</td></tr><tr><td>Property Minor Works</td><td>9,093</td><td>3,756</td><td>0</td><td>2,767</td><td>2,570</td><td>9,093</td><td>0</td></tr><tr><td>Vehicles</td><td>8,959</td><td>4,066</td><td>27</td><td>546</td><td>4,320</td><td>8,959</td><td>0</td></tr><tr><td>Digital and Technology</td><td>10,422</td><td>319</td><td>417</td><td>1,457</td><td>8,029</td><td>10,222</td><td>(200)</td></tr><tr><td>Operational Equipment</td><td>4,136</td><td>0</td><td>276</td><td>1,451</td><td>2,409</td><td>4,136</td><td>0</td></tr><tr><td>TOTAL EXPENDITURE</td><td>47,000</td><td>12,496</td><td>810</td><td>7,757</td><td>25,737</td><td>46,800</td><td>(200)</td></tr><tr><td>Percentage of Budget</td><td>100.0%</td><td>26.6%</td><td>1.7%</td><td>16.5%</td><td>54.8%</td><td>99.6%</td><td>(0%)</td></tr></table>	Category	Approved Budget £000s	Expenditure £000s						Spend in Progress			Forecast to Year End	Full Year Forecast	Variance to Budget	Committed	Receipted	Paid	Property Major Works	14,390	4,355	90	1,536	8,409	14,390	0	Property Minor Works	9,093	3,756	0	2,767	2,570	9,093	0	Vehicles	8,959	4,066	27	546	4,320	8,959	0	Digital and Technology	10,422	319	417	1,457	8,029	10,222	(200)	Operational Equipment	4,136	0	276	1,451	2,409	4,136	0	TOTAL EXPENDITURE	47,000	12,496	810	7,757	25,737	46,800	(200)	Percentage of Budget	100.0%	26.6%	1.7%	16.5%	54.8%	99.6%	(0%)
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3.2	Financial Position Summary – September 2025: - The actual and receipted capital expenditure to date is £8.567m (18.2%) with a further £12.496m (26.6%) of committed expenditure. - The current capital forecast for 2025/2026 is £46.800m compared to the approved budget of £47m, representing a forecast underspend of £0.200m. This reflects additional savings on the NMS project, which will be reallocated to other projects within the programme during Period 7. - Carried forward expenditure from the prior year is included within the forecasts. - Budget virements implemented during period 6 are detailed in Appendix A. - Proposed Budget virements (virements >£1m) are also detailed in Appendix A.																																																																									
3.3	Project Status Summary – September 2025: Property Major Works has a Red Milestone and Budget RAG status due to uncertainty around the progress and timing of key RAAC projects including Dalkeith, where anticipated costs exceed original forecasts. The project is currently paused whilst a cost engineering review and affordability assessment are completed. This delay has reduced expected spend for this financial year and will also affect the new build at Liberton. In addition, timescales are very tight to conclude land sales for Portree, Stewarton and Huntly within the current financial year, subject to potential issues arising from site investigations and third-party dependencies beyond SFRS control. We are working closely with Service Delivery colleagues and the Capital Monitoring Group to progress critical decisions on these sites. - The Vehicles Programme has an Amber Milestone and Budget RAG status due to ongoing procurement issues affecting the Aerial Ladder Platform (ALP) project. A procurement solution has been identified, and work is underway with Scotland Excel to complete the tender process and award a contract for the chassis. However, project timescales for the build phase will extend into next financial year. A budget virement of £0.800m has been proposed to transfer funding to Operational Equipment to progress the purchase of equipment for DIM Vehicles. - The Milestone and Budget RAG status for NMS is Amber as a further underspend of £0.200m (in addition to the £0.404m reported in period 5) has been identified. The Milestone RAG also remains at Amber due to outstanding issues which could impact																																																																									

	the Integrated Control and Command Solutions (ICCS) implementation by December 2025, given the limited contingency in the overall project plan. Despite this, the December 2025 deadline is still expected to be met. • Property Minor Works, Digital and Technology and Operational Equipment are all on track at this stage, with a Budget RAG status of Green. • The budget RAG status for the financial year is based on how well financial performance aligns with planned budgets and key deadlines. While the majority of project timescales for this financial year are still being refined, Finance & Contractual Services will continue to collaborate with Service Delivery colleagues to ensure these are confirmed and ultimately met. • Where required, budget virements will be actioned to align budgets to the expected forecasts and support a Green RAG status.
3.4	Appendix A provides a detailed breakdown of the Capital financial position at this stage in the financial year.
3.5	The following Actions are now planned: • Work with Service Delivery colleagues, through the Service Delivery Board, on Property Major Works projects to progress critical decisions on the relevant sites. • Mitigation plans and alternative project proposals continue to be developed and maintained within the Capital Programme to ensure flexibility and readiness in response to any emerging variations. • Work with our supply chain to establish the capacity available to expedite further minor works projects in the event that additional budget becomes available. • Budget Holders have identified virements of £1.600m required to ensure full utilisation of the programme budget. The total of these virements nets to zero, with details of the individual projects provided in Appendix A. These virements were supported by the Capital Monitoring Group on 1st October and the Service Delivery Board on 14th October 2025. • Process budget virements where necessary to ensure full budget spend across the programme.
4	Recommendation
4.1	The Board is asked to scrutinise the report and note: - a the level of actual and committed expenditure for the period ended 30 September 2025. - b the proposed virements of £1.6m to be approved. - c the actions to be taken.
5	Key Strategic Implications
5.1	Strategic Plan 2025-2028
5.1.1	The 2025/26 capital budget will help achieve our strategic outcomes as outlined in our 2025-2028 Strategic Plan. By prioritising spend on modernising our estate, fleet, equipment and digital infrastructure, the capital programme directly supports the delivery of our five strategic priorities – particularly Innovation and Investment, Safe and Effective Response and Improving Performance.
5.1.2	This targeted investment underpins our ambition to be a sustainable, modern and technologically advanced service, capable of responding to emerging risks such as climate change, demographic shifts and changing community needs. In doing so, it enables the delivery of the Strategic Service Review Programme (SSRP), ensuring we can deliver services from the right places, with the right resources and in ways that meet the needs of diverse communities across Scotland. The capital programme is fundamental to transforming how we

	operate, enhancing community and firefighter safety and ensuring we remain resilient and fit for the future.
5.1.3	Risk Appetite and Alignment to Risk Register
5.1.4	We have created a Risk Based Capital Investment Plan for Equipment, Vehicles and Property assets; this is linked to the development of Strategic Asset Management Plans for our key assets. This document sets out a framework of risk decision criteria which recognises the vital role of decision-making in effective asset management.
5.1.5	Risk based asset management is a process in which risk is used to balance the operational performance of the asset against the life-cycle cost. This requires the collation of relevant information based upon the asset importance to the SFRS strategic objectives, this information is used to make data led decisions. Capital investment plans continue to be prioritised to those assets with the highest risk of failure, or which have the highest operational impact from failure, and to address those issues of concern for the health and safety of asset users.
5.2	Financial
5.2.1	Financial implications are detailed within the report.
5.3	Environmental & Sustainability
5.3.1	Environmental and sustainability plans are incorporated within each property project.
5.3.2	Investment in Euro 6 fire appliances and electric vehicles is making a significant contribution to reducing greenhouse gas emissions.
5.3.3	Investment in decarbonisation projects in prior years have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4	Workforce
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	Health & Safety
5.5.1	The introduction of new appliances, equipment and property, as well as digital and technology upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6	Health & Wellbeing
5.6.1	No Health & Wellbeing implications identified.
5.7	Training
5.7.1	The capital programme includes significant investment in training facilities.
5.7.2	Where training is required in relation to new assets, this is co-ordinated through project boards, overseen by the Service Delivery Board.
5.8	Timing
5.8.1	This report covers the period up to 30 September 2025 and known events following the period end.
5.9	Performance
5.9.1	Total forecast expenditure at present is £46.800m compared to the budget of £47m. The reasons for the forecast underspend of £0.200m are detailed in Section 3.
5.10	Communications & Engagement
5.10.1	Key stakeholders are engaged during project development and implementation.

5.11 5.11.1	Legal External legal support is in place to facilitate the sale of assets.	
5.12 5.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons.	
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons.	
5.14 5.14.1	Service Delivery Capital investment in property, digital and technology, vehicles and equipment is required to maintain and improve service delivery capabilities. The introduction of new assets is closely coordinated between Asset Management, DaTS, Training and local service delivery areas.	
5.14.2	Any delays in capital expenditure have implications on their Milestone RAG status and for service delivery in the timing of new assets becoming available for operational use. There is currently no operational impact from the progress of the capital programme at this stage in the financial year.	
6	Core Brief	
6.1	The Interim Director of Finance and Contractual Services advised the Board of actual and committed expenditure against the 2025/26 capital budget for the period ending 30 September 2025.	
6.2	It is currently anticipated that expenditure of £46.800m can be achieved. However, corrective action will be required in the coming months to ensure the budget of £47m will be spent out by 31 March 2026.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Deborah Stanfield, Interim Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient-
7.3	Rationale:	The financial position is closely reviewed on a monthly basis with budget holders and budget variances and forecasts are highlighted. During the year Strategic Leadership Team agree actions to ensure we manage the financial position within agreed financial parameters.
8	Appendices/Further Reading	
8.1	Appendix A – Capital Monitoring Report – September 2025	
Prepared by:		Caroline Adams, Deputy Accounting Manager
Sponsored by:		Deborah Stanfield, Interim Director of Finance and Contractual Services
Presented by:		Deborah Stanfield, Interim Director of Finance and Contractual Services
Links to Strategy and Corporate Values		
The 2025/2026 capital budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outlined in our Strategic Plan 2025-2028 and our mission of working together for a safer Scotland.		
Governance Route for Report		Meeting Date
Strategic Leadership Team		22 October 2025
Board		30 October 2025
		Report Classification/ Comments
		For Information/Scrutiny
		For Scrutiny

Capital Monitoring Report

September 2025

Content

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

Capital Monitoring Report – September 2025

Full Year Actuals/Forecast v Budget by Category

Category	Original Budget	Virements	Revised Budget	Actual		Forecast		£000's			
				Q1	Q2	Q3	Q4				
				Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Total	Variance to Budget	Variance (%)	Budget RAG Status
Property Major Works	14,800	(410)	14,390	265	1,361	1,188	11,576	14,390	0	0%	
Property Minor Works	8,683	410	9,093	197	2,570	2,605	3,721	9,093	0	0%	
Vehicles	8,959	0	8,959	404	170	2,666	5,719	8,959	0	0%	
Digital and Technology	10,826	(404)	10,422	479	1,395	5,004	3,344	10,222	200	2%	
Operational Equipment	3,732	404	4,136	566	1,160	1,057	1,353	4,136	0	0%	
Total Expenditure	47,000	0	47,000	1,911	6,656	12,520	25,713	46,800	200	0%	
Cumulative Total				1,911	8,567	21,087	46,800				

Capital Monitoring – September 2025

Year to Date Budget Virements

Category	Original Budget £000s	Total Virements £000s	Revised Budget £000s	Commentary
Property Major Works	14,800	-410	14,390	Internal virements in Period 6: £2.680m vired from Dalkeith (£1m), Portree (£0.650m), Stewarton (£0.300m), Huntly (£0.400m), Kilmarnock (£0.280m) and Property Project costs (£0.050m) to Calton (£0.100m), Alloa (£0.230m), Stirling (£0.280m) and the Training Estate (£1.660m). The balance of £0.410m has been transferred to Property Minor Works. Net movement at Period 6 - £0.410m decrease.
Property Minor Works	8,683	410	9,093	Internal Virements in Period 6: £0.410m transferred from Property Major Works to Minor Works. Net movement at Period 6 - £0.410m increase.
Vehicles	8,958	0	8,958	Internal virement in Period 2 with £0.225m vired from Frontline Appliances to Technical Rope Rescue Units. Net movement at Period 6 is £0.
Digital and Technology	10,826	-404	10,422	Internal virement in Period 2 with £0.098m vired from Replacement & Upgrade of Audio Visual kit (£0.049m) and Server Infrastructure (£0.049m) to Operational Mobilisation. Internal virement in Period 3 with £0.170m vired from: Replacement and Upgrade of Audio Visual Kit (£0.040m), Server Infrastructure (£0.040m), Telephony (£0.025m), Cyber Security Provision (£0.025m), ICT Project Costs (£0.020m) and Data Centre / Disaster Recovery (£0.020m) to Systems Infrastructure (£0.060m), In Vehicle Systems (£0.020m) and Operational Mobilisation (£0.090m). Virements in Period 6: £0.404m transferred from NMS to Operational Equipment. Net movement at Period 6 is £0.404m decrease.
Operational Equipment	3,732	404	4,136	Virements in Period 6: £0.404m transferred from NMS project to Operational Equipment (£0.184m) and (PPE £0.220m). Net movement at Period 6 - £0.404m increase.
Total	47,000	0	47,000	
Project Funding				
Capital DEL	-47,000	0	-47,000	Approved GiA budget of £47m.

Proposed Budget Virements – September 2025

Budget Holders have identified virements required to ensure full utilisation of the programme budget. The total of these virements nets to zero, with details of the individual projects provided below:

Project Name	Programme Area	Virement Proposed	Detail
Aerial Platforms and Bodyworks	Vehicles	£-800,000	The delay in the project is primarily due to the time required to finalise the specification requirements and determine the most appropriate route to market. A procurement solution has been identified, and we are working with Scotland Excel to complete the tender process and award a contract for the chassis. However, project timescales for the build phase of the project will now extend into next financial year. It is proposed that this underspend be transferred to Operational Equipment to fund DIM Vehicle (DIM) Equipment.
Control Units/New Dimensions Assets	Vehicles	£-800,000	Good progress has been made with Procurement on the acquisition of the DIM vehicle chassis, and a viable route to market has now been identified. However, the estimated cost of the equipment required to fit out these vehicles is significantly higher than originally anticipated. Funding of £0.800m from this original budget allocation, together with an £0.800m underspend from the ALP project (see above), will enable the purchase of this equipment to be completed within the current financial year. This will be progressed as a separate contract with the technical expertise of Operational Equipment.
Detection, Identification and Monitoring Vehicle (DIM) Equipment	Operational Equipment	£1,600,000	The equipment required to fit out the New Dimensions (DIM) Vehicles will be procured through Operational Equipment, with funding provided by Fleet. This will be met through £0.800m from the original budget allocation, supplemented by a £0.800m underspend from the Aerial Platforms and Bodyworks project.
NET MOVEMENT		£0	

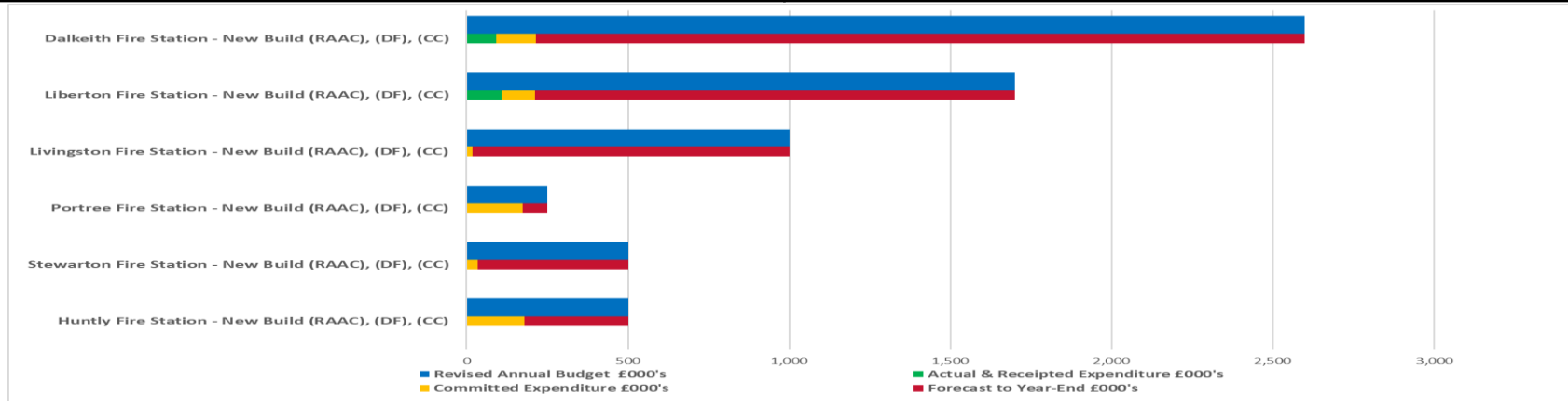
Property Major Works - RAAC

Progress in the month

- Following the market testing exercise for the full works at the new **Dalkeith Fire Station**, a cost engineering review has been undertaken to ensure best value for the Service.
- Draft Heads of Terms and provisional purchase prices have been agreed with the landowners for the **Portree, Stewarton and Huntly** sites. New design teams have also been appointed to progress these projects following Hubco's withdrawal.

Progress anticipated in coming months

- Finalisation of construction contracts for both **Dalkeith and Liberton Fire Stations**, to enable commencement of works.
- Completion of site acquisitions for **Portree, Stewarton and Huntly Fire Stations** following the completion of due diligence, including positive site investigations and the securing of planning permission in principle.



Milestone RAG

Five of the six major RAAC projects currently have a milestone RAG status of Red. Market testing for Dalkeith has returned a cost significantly above budget, impacting delivery timescales for both Dalkeith and Liberton Fire Stations within this financial year. Timescales are very tight to ensure the conclusion of land sales for Portree, Stewarton and Huntly within this financial year. Work is ongoing to finalise delivery programmes and confirm revised timescales across all Major Works projects.

Deviation from Budget RAG

- Although budget virements were processed during period 6 to align allocations with projected expenditure across Property Major Works (RAAC and Other), the budget RAG status is Red due to ongoing uncertainty around project progress and delivery timescales across most schemes. We continue to work closely with Service Delivery colleagues to advance critical decisions on these projects. Where required and approved, further budget virements will be made to return the RAG status to Green.

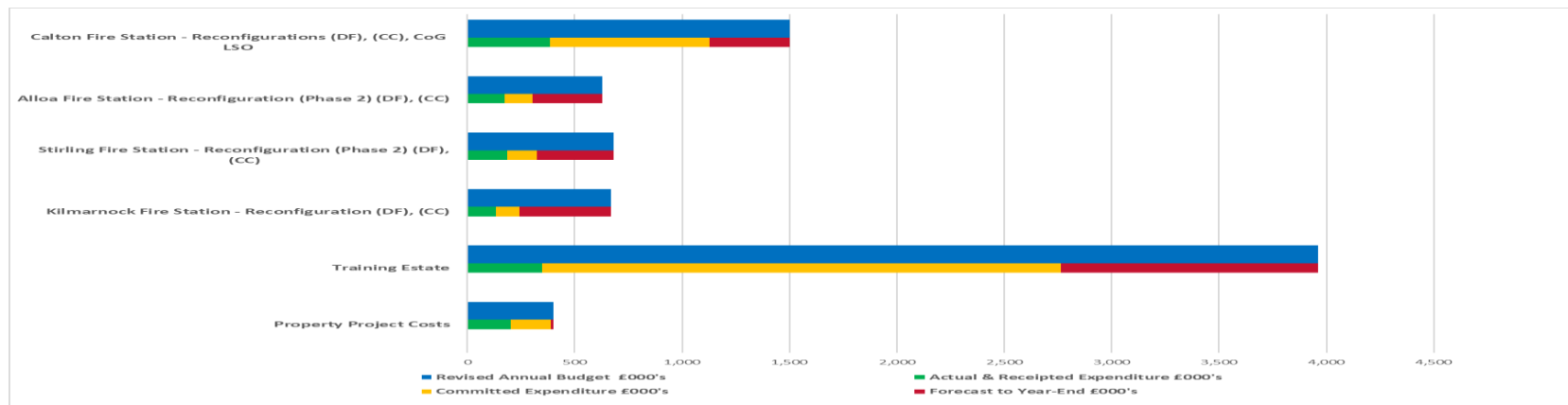
Property Major Works - Other

Progress in the month

- Stage 3 reports have now been received for **Kilmarnock, Alloa and Stirling Fire Stations**. Design development is progressing to Stage 4. The current program and cashflow forecasts indicate a site start in January 2026.
- The project at **Calton Fire Station** is progressing well on site, with follow on works for LSO accommodation and car parking currently being designed and costed.

Progress anticipated in coming months

- Conclusion of construction contract and commencement of works at **Kilmarnock, Stirling and Alloa Fire Stations**.
- Secure planning permission, conclusion of construction contract and commencement of works for **Perth CFBT (Training Estate)**.



Milestone RAG

- The overall programme RAG status is Red, with 3 of the 6 projects rated Red, 2 Amber and 1 Green. For Alloa, Stirling and Kilmarnock Fire Stations work continues to finalise construction contracts and commence work on site, although there is a risk that timescales may extend into next financial year. Efforts are ongoing to mitigate delays and ensure delivery within planned timescales across all projects.

Deviation from Budget RAG

- Budget virements were processed during Period 6 to align allocations with projected expenditure across Property Major Works (RAAC and Other). In addition, an extra £0.660m has been allocated to the Perth CFBT and £1m to the Dreghorn Smoke Capture Unit projects to support delivery on site within the current financial year. However, there remains a significant risk that expenditure will slip into next financial year. As a result, the Budget RAG Status is Red.

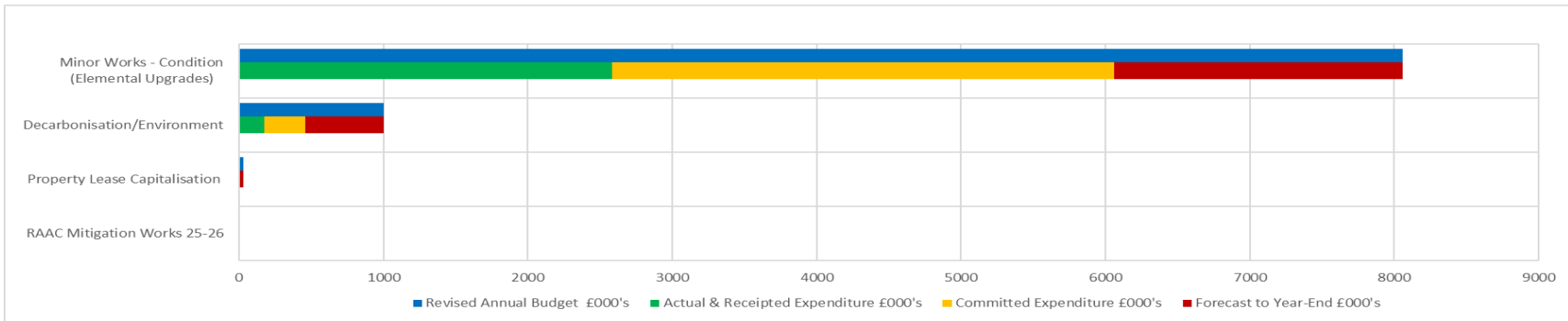
Property Minor Works

Progress in the month

- **Minor works** projects are progressing well with 78 projects now complete, 31 in progress, 16 programmed, 70 instructed, 20 being priced and 7 in design.
- Decarbonisation and Environment projects continue to progress, with the **lighting replacement project at Headquarters** currently being priced and design work for the Invergordon heating replacement project now underway.

Progress anticipated in coming months

- Minor Works projects are expected to continue to progress well throughout the remainder of the financial year.
- A range of heating and **Building Management Systems (BMS)** control projects to be designed and priced.
- Review and acceptance of the tender returns for the heating replacement project at **McAlpine Road**, following the issue of the tender.



Milestone RAG

- Property Minor Works remains on track, with a Milestone RAG status of Green. Engagement with our FM provider and their supply chain indicates that there is further capacity to deliver expenditure in the region of £1m - £1.5m before the end of the financial year, if required, on major elemental replacements, such as heating systems, windows and roofs if engaged early.

Deviation from Budget RAG

- The Budget RAG status for Property Minor Works is Green. In period 6, an internal virement of £0.414m was transferred from underspends identified within Property Major Works. These funds will primarily support the provision of temporary accommodation at Uig Fire Station as well as other replacement works.

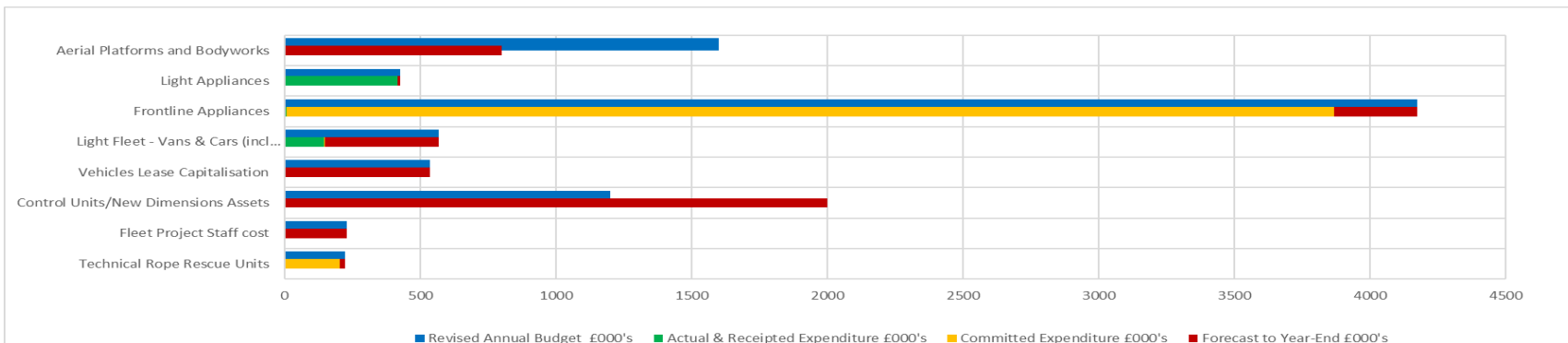
Vehicles

Progress in the month

- Commissioning of the **Multi Role 4x4 vehicles and Pool Vans/ Cars** is complete, with the vehicles now being rolled out across the Service.
- Production of the four **Rope Rescue Units** continues and remains on track for delivery by the end of the calendar year.
- The final **Light Pumping Unit** is going through pre delivery work at the dealership, before delivery to SFRS. Final radio installation work to be completed in the coming months.
- Good progress has been made on identifying the equipment requirements to fit out the **DIM vehicles**.

Progress anticipated in coming months

- The following vehicle completions are planned in 2025/26: 2 High Reach Appliances, 30 Frontline Rescue Pumps, 12 Light Pumping Units and 4 DIM vehicles as well as commissioning works on 82 cars and vans (purchased in 2024/25).
- There will be funding remaining to purchase a small number of **EV cars and vans**.
- Further discussions with Procurement to establish the best route to market to procure the chassis for the **Aerial Ladder Platforms (ALP)** and progress the tender process for these along with **DIM vehicles**.



Milestone RAG

- All Vehicles projects are on track, except for the Aerial Ladder Platform (ALP) project. A procurement solution has been identified, and we are now working with Scotland Excel to complete the tender process and award a contract for the chassis. However, project timescales for the build phase of the project will extend into next financial year. Procurement timescales will continue to be closely monitored.

Deviation from Budget RAG

- The Budget RAG status remains Green across all projects, with the exception of the ALP project. It is proposed that this £0.800m underspend be transferred to Operational Equipment to fund the increased cost of the equipment required for the new DIM vehicles. Further budget virements may be required to reallocate some of this budget, depending on the final cost of the chassis.

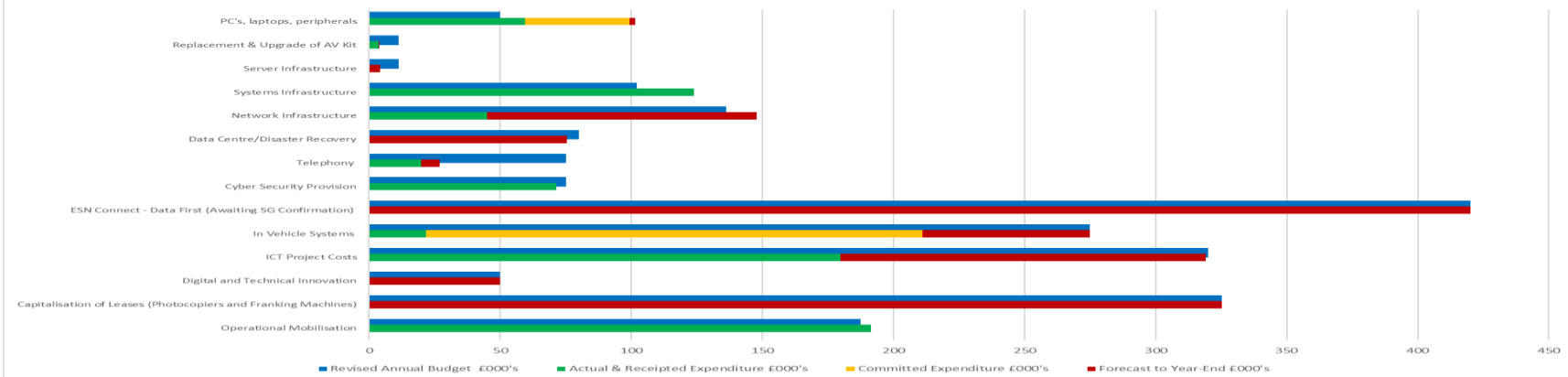
Digital and Technology (exc NMS)

Progress in the month

- **Docks** ordered and received for stock at Cambuslang, Johnstone and Newbridge.
- **Specialist laptops** ordered for the DaTS Solutions and Systems teams.
- **Replacement 32" screen** supplied and installed at Edinburgh Operations Control.
- Order raised for remote engineering work on **Vision 3 Servers**.
- Order placed for additional backbone **network capacity**.

Progress anticipated in coming months

- Services to be engaged to support the Saughton House decommissioning and exit.
- Implementation of MODAS software to commence, enabling ESN installations to start.
- Work will continue across all projects to ensure that expenditure is committed in accordance with service requirements.



Milestone RAG

- All DaTS projects are currently on track with a Green RAG status with the exception of the ESN Connect / Data First project, which is Amber due to delays in the implementation of the MODAS software. Project timescales continue to be closely monitored. DaTS is developing contingency plans to address any potential underspend, including reviewing the 2026-27 programme for opportunities to bring work forward.

Deviation from Budget RAG

- There is a risk of a potential underspend arising from delays in commencing the ESN Connect / Data First project. Project timescales will continue to be closely monitored and, if required, budget virements to other budget lines will be implemented. Further minor budget adjustments will be made across the Service during Period 7 to align allocations to projected spend and ensure the overall budget RAG status remains Green.

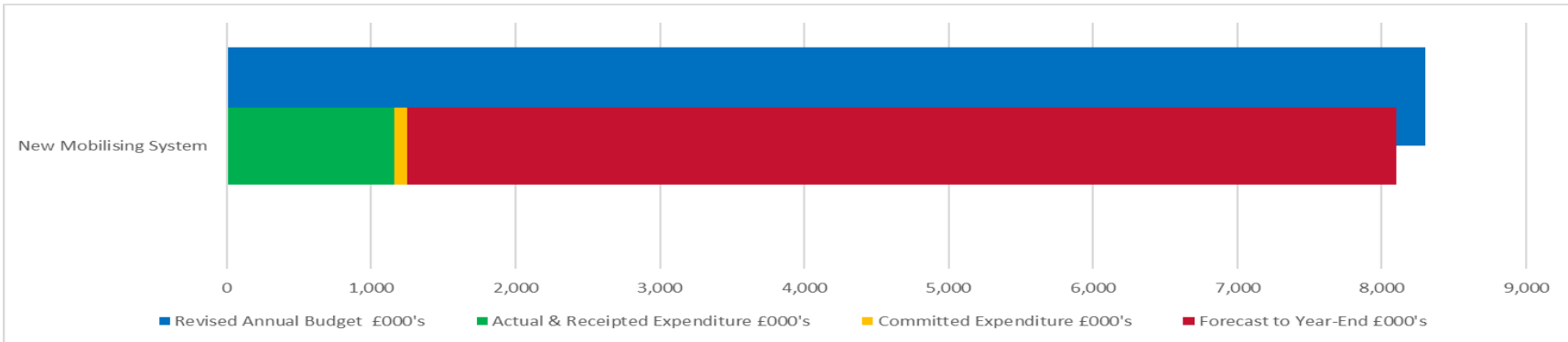
New Mobilising System (NMS)

Progress in the month

- First round of **ICCS User Acceptance Testing** completed with retesting planned 6-8 October.
- **Airwave Code of Connection** application submitted and approved ahead of go-live.
- **ICCS Decommissioning, Communications and Business Continuity Plan (BCP)** documents approved at the September Project Board.
- Three **payment milestones**, totalling £3.1m, approved at the September Project Board.

Progress anticipated in coming months

- **ICCS User Acceptance test exit report** expected 13 October.
- Preparations underway for the external **Digital Assurance Office Go-Live Gate** (13-15 October).
- **Transition plans** being prepared including on-the-day schedule, ICCS Service Management Terms of Reference, updated Benefits Toolkit and Full Business Case. These are scheduled to be submitted to the additional October Project Board for approval.



Milestone RAG

- The milestone RAG status is amber due to limited contingency within the overall project plan for delivering ICCS by December 2025. This is primarily linked to a Windows configuration issue that requires audio settings to be reset multiple times each day. In addition, there is a key risk associated with the lack of contingency days in the approved training schedule, should delivery not proceed as planned.

Deviation from Budget RAG

- A budget virement was processed in period 6 to transfer the previously identified saving of £0.404m to Operational Equipment. Following a review of the overall budget, a further saving of £0.200m has been identified during period 6. A subsequent budget virement will be actioned in period 7 to reallocate this funding within the overall Capital programme.

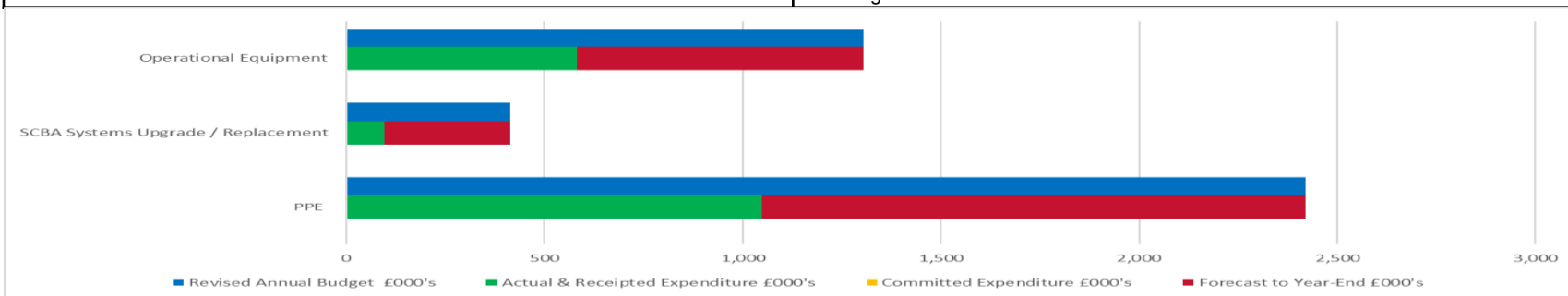
Operational Equipment

Progress in the month

- Orders have been placed for 17 additional large and 6 small contaminated **PPE boxes**, with delivery expected imminently.
- The Facilities Management contractor is progressing the installation of **contaminant infrastructure cages** for 50 Operations Control stations - 45 have been completed to date, with full completion expected by mid-September.
- Orders for **cages and airing rails** for the next 70 on-call stations have been placed, with installation scheduled for completion by March 2026.

Progress anticipated in coming months

- Procurement underway for 15 additional **PPE Contaminant Boxes**.
- Orders to be placed for additional **air bag stabilisation kits**.
- Recruitment in progress for a Project Manager to lead the **SCBA Systems Upgrade Replacement project** (shortlisting underway) alongside two additional Watch Commander appointments.
- Enhancement of **Safe Working at Height capabilities** through the provision of new lifting airbags and updated equipment, with requirements for the North SDA currently being assessed.



Milestone RAG

- All Operational Equipment projects (including SCBA and PPE) are on track with a RAG status of green.

Deviation from Budget RAG

- Budget virements processed in Period 6 reflect additional requirements for 30 Light Portable Pumps (LPP's) to equip the new Frontline Rescue Pumps (£0.160m), an additional whole-time recruitment campaign planned for March 2026 has resulted in an additional £0.220m funding requirement to procure the necessary PPE (£0.220m) and the replacement of a Pioneer Rescue boat written off following damage sustained by a storm earlier this year (£0.024m). These costs were fully funded from £0.404m of project savings identified within the NMS programme.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/19-25

Agenda Item: 15

Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:		30 OCTOBER 2025						
Report Title:		RESOURCE BUDGET OUTTURN REPORT – 2024/2025						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	To advise the Board of the Resource Budget position for the financial year 2024 /2025, including progress against previously agreed savings.							
2	Background							
2.1	The Scottish Government initially allocated funding to SFRS for 2024/25 of £393.3million.							
2.2	This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £317.3million and £43million respectively, and £33million in respect of depreciation (Ring-fenced or “non-cash” DEL). In addition, the Scottish Government has recognised the following budget adjustments that are required and has realigned the budget during the Spring Budget Revision process (SBR): - a funding error in respect of IFRS16, increasing the budget by £0.547million. - the transfer of costs and budget in respect of Firelink back to the Scottish Government. This has resulted in a budget reduction of £3.325million, with associated costs being charged directly to the Scottish Government. - Additional budget in respect of the Emergency Services Mobile Communication Programme (ESMCP) resulting in an increase in the budget of £0.329million. - Additional budget in respect of services provided to support the Interpol General Assembly resulting in an increase to the budget of £0.011million.							
2.3	The SBR changes have therefore resulted in a revised Resource budget of £314.857million which has been reflected in this report.							
3	Main Report/Detail							
3.1	A summary of the consolidated financial position for the financial year 2024/2025 is attached in Appendix A.							
3.2	This report details the final underspend against budget of £0.259million and explains the areas where there have been significant changes in comparison to the February forecast underspend of £0.223million.							

3.3	The outturn highlights that employee costs overspent by £0.200million. There were overspends on Wholetime of £0.309million, On-Call £0.041million and Support £0.205million. These were partially offset by an underspend of £0.355m on Control staff.
3.4	Other Employee related costs underspent by £1.593million, mainly the result of a decrease in the holiday pay accrual relative to 2023/2024 and lower than budgeted leavers due to ill-health retirements.
3.5	On non-employee costs there were overspends in Property £3.014million and Financing Charges of £0.076million. Supplies & Services, Transport costs and Third-Party Payments underspent by £1.069million, £0.270million and £0.206million respectively.
3.6	Income over recovered by £0.415million and there was a loss on disposal of fixed assets of £0.004million.
4	Recommendation
4.1	The Board is asked to scrutinise the report and: - note the final outturn position for the financial year 2024/2025, - note the outturn against planned savings.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Register
5.1.1	The financial risks are detailed within the report.
5.2	Financial
5.2.1	The financial implications are detailed within the report.
5.3	Environmental & Sustainability
5.3.1	There are no environment and sustainability implications directly associated with this report.
5.4	Workforce
5.4.1	The workforce implications are detailed within the report.
5.5	Health & Safety
5.5.1	There are no health and safety implications directly associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications directly associated with this report.
5.7	Training
5.7.1	The training implications are detailed within the report.
5.8	Timing
5.8.1	The potential savings associated with proposed actions are based on immediate implementation. Any delay will reduce the impact of these measures.
5.9	Performance
5.9.1	The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.10	Communications & Engagement
5.10.1	Once presented to the Board, this report will be a public document and will be available via the Service website.

5.11 5.11.1	Legal SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategic Plan 2022-25 and the Fire and Rescue Framework for Scotland 2022, within the budget allocation provided.	
5.12 5.12.1	Information Governance DPIA completed: No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers.	
5.13 5.13.1	Equalities EHRIA completed No. An EHRIA was completed for the Resource Budget 2023/2024. This was presented to the Board on 31 st March. This report monitors performance against that budget and does not in itself warrant an EHRIA.	
5.14 5.14.1	Service Delivery The Service Delivery implications are detailed within the report.	
6	Core Brief	
6.1	The Interim Director of Finance & Contractual Services advised the Board of the resource overrun budget position for the financial year 2024/2025. The final resource monitoring report shows a final underspend against budget of £0.259million representing a favourable swing of £0.036 million, compared to the February forecast.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Deborah Stanfield, Interim Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.2	Rationale:	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year, SLT agree actions to ensure we manage the financial position within agreed financial parameters.
8	Appendices/Further Reading	
8.1	Appendix A - Resource Budget Outturn 2024-25	
Prepared by:		William Lindsay, Decision Support Manager
Sponsored by:		Lynne McGeough, Head of Finance & Procurement
Presented by:		Deborah Stanfield, Interim Director of Finance and Contractual Services
Links to Strategy and Corporate Values		
The budget recognises the important role the Service plays in in delivering against our corporate value of working together for a safer Scotland.		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>22 October 2025</i>
<i>Board</i>		<i>30 October 2025</i>
		Report Classification/ Comments
		<i>For Information</i>
		<i>For Scrutiny</i>

Appendix A

March 2025

March 2025 - Contents

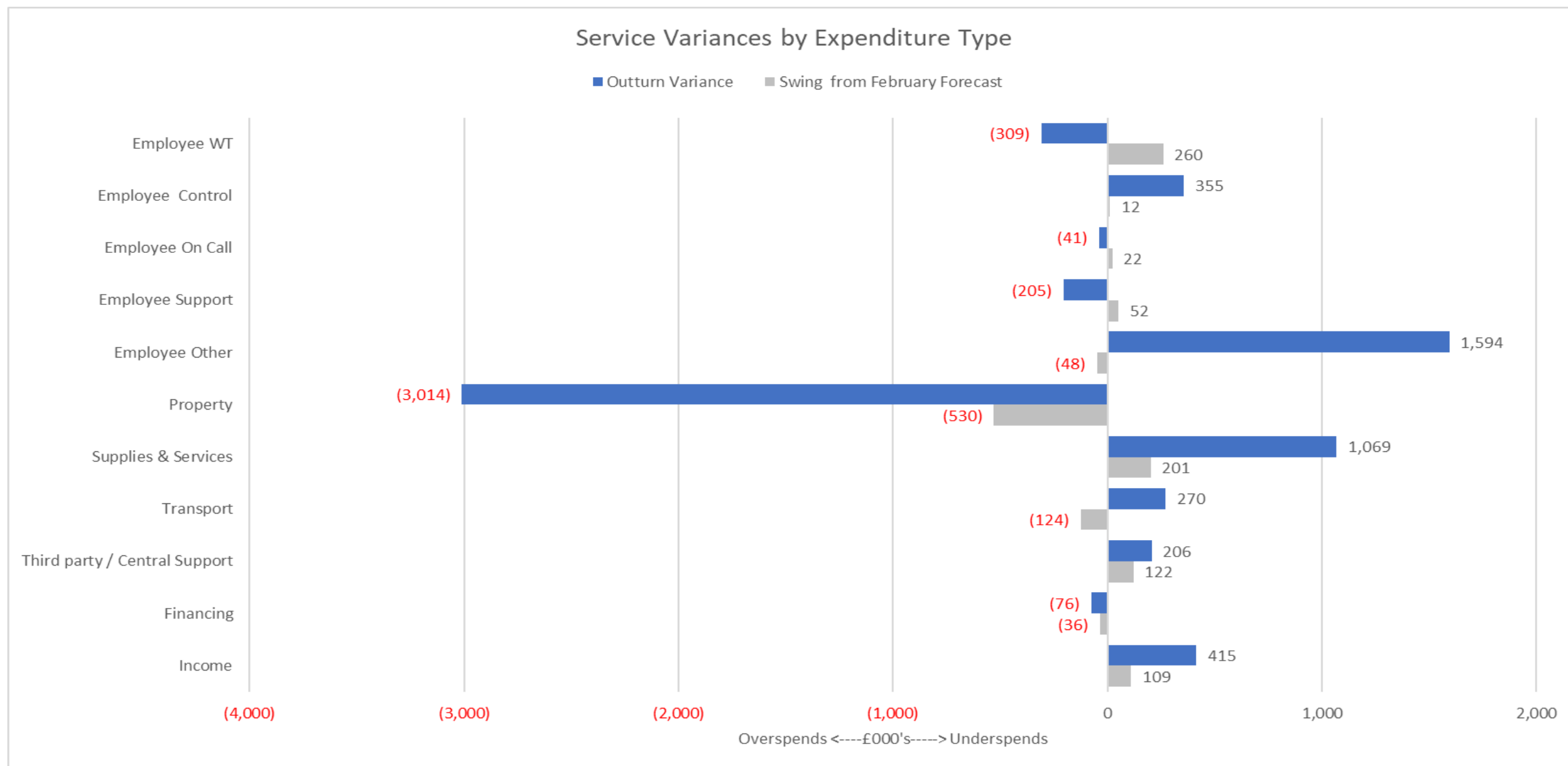
Section	Description
1	Monitoring Report Overview
2	Variance Analysis Graph by Expenditure Category
3	Budget Virements
4.1	Variance Analysis Graph by Expenditure Category
4.2	Variance Analysis Graph by Directorate
3.1	Wholetime
3.2	Control
3.3	On Call
3.4	Support
3.5	Employee Other
3.6	Property
3.7	Supplies & Services
3.8	Transport
3.9	Third Party Payments
3.10	Financing
3.11	Income
3.12	Disposal of Assets
4.0	Progress of Initial Budgeted Savings

SFRS Resource Monitoring Reports April 2024 – March 2025

This report covers the period 1st April 2024 – 31st March 2025, the complete financial year. It highlights a full year underspend of £0.259 million (0.1% of budget) compared against the February 2025 forecast underspend of £0.223 million. Resulting in a swing of £0.036 million, to bring the outturn further from the budgeted position.

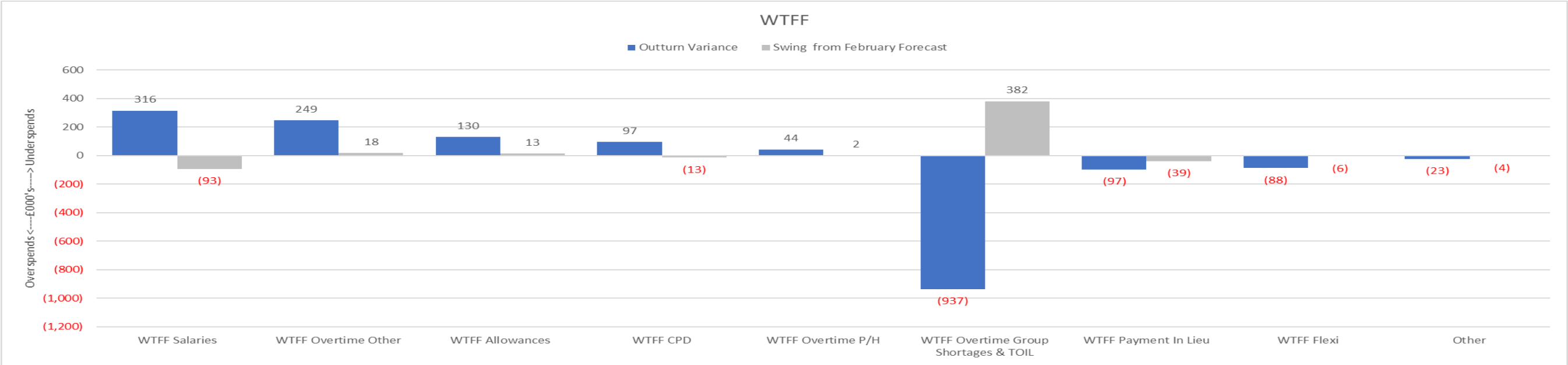
Original Budget (1)	SG Budget Revisions	Virements (2)	Revised Annual Budget (1)+(2) (3)	Narrative	Year-End Projection (£000's)		
					Outturn (8)	Variance	
						£ (3)-(8) (9)	% (9)/(3) (10)
251,489	(333)	568	251,724	Employee Costs	250,331	1,393	0.6%
242,775	(333)	312	242,754	Salary and Related Costs (including overtime)	242,954	(200)	-0.1%
167,617	(33)	(314)	167,270	Wholetime	167,579	(309)	-0.2%
8,092	-	(23)	8,069	Control	7,714	355	4.4%
28,021	-	-	28,021	On-Call	28,062	(41)	-0.1%
39,045	(300)	649	39,394	Support	39,599	(205)	-0.5%
8,714	-	256	8,970	Other Employee Costs	7,377	1,593	17.8%
3,824	-	113	3,937	Early Retirement Charges	3,548	389	9.9%
1,076	-	(3)	1,073	Training	1,163	(90)	-8.4%
2,573	-	(2)	2,571	Subsistence & Travel	2,412	159	6.2%
1,241	-	148	1,389	Other	254	1,135	81.7%
31,507	-	996	32,503	Property Costs	35,517	(3,014)	-9.3%
27,203	(2,420)	(2,141)	22,642	Supplies & Services	21,573	1,069	4.7%
6,030	-	-	6,030	Transport Costs	5,760	270	4.5%
1,693	-	518	2,211	Third Party Payments	2,005	206	9.3%
1,663	-	59	1,722	Financing	1,798	(76)	-4.4%
319,585	(2,753)	-	316,832	GROSS EXPENDITURE	316,984	(152)	0.0%
(1,975)	-	-	(1,975)	Income	(2,390)	415	-21.0%
		-	-	Disposal of Assets	4	(4)	0.0%
317,610	(2,753)	-	314,857	NET EXPENDITURE	314,598	259	0.1%

Variance Analysis by Expenditure Categories

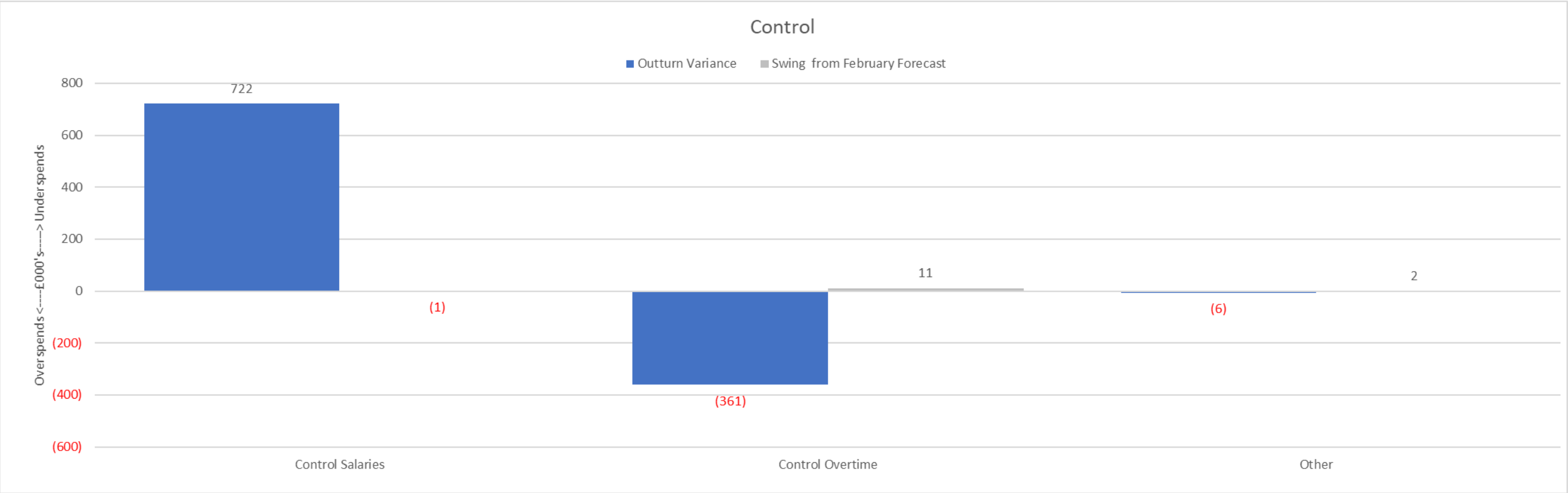


Wholetime

Outturn		Swing	
Overspent by £309,000, representing 0.2% of budget.		In February an overspend of £569,000 was forecast. The year-end position has therefore resulted in a favourable swing of £260,000 representing 0.2% of budget.	
Underspends: - Salaries – due to current under-establishment and an increased percentage of staff on development rates of pay. - Overtime Other – reduced incidents spanning shift changeovers and reduced payments in respect of holiday pay. - Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations. - CPD – the result of an increase in staff who have yet to become eligible to receive CPD payments. - Overtime P/H – the result of less staff receiving public holiday overtime payments.		Changes in Financial Position Compared to February Forecast: - Overtime Group Shortages & TOIL – lower than anticipated demand for overtime during the final two months. - Salaries – delays in staff forecast to retire during March 2025.	
Overspends: - Overtime Other – to support the SVQ process, to provide cover at commercial events, the face fitting exercise, and other managerial activity. - Overtime Group Shortages & TOIL - increased levels of overtime due to vacancies and lack of specialist skills. - Flexi – additional flexi duty officers to cover sickness, acting up chains and supporting corporate initiatives. - Payment in Lieu – payments in respect of untaken holidays.			

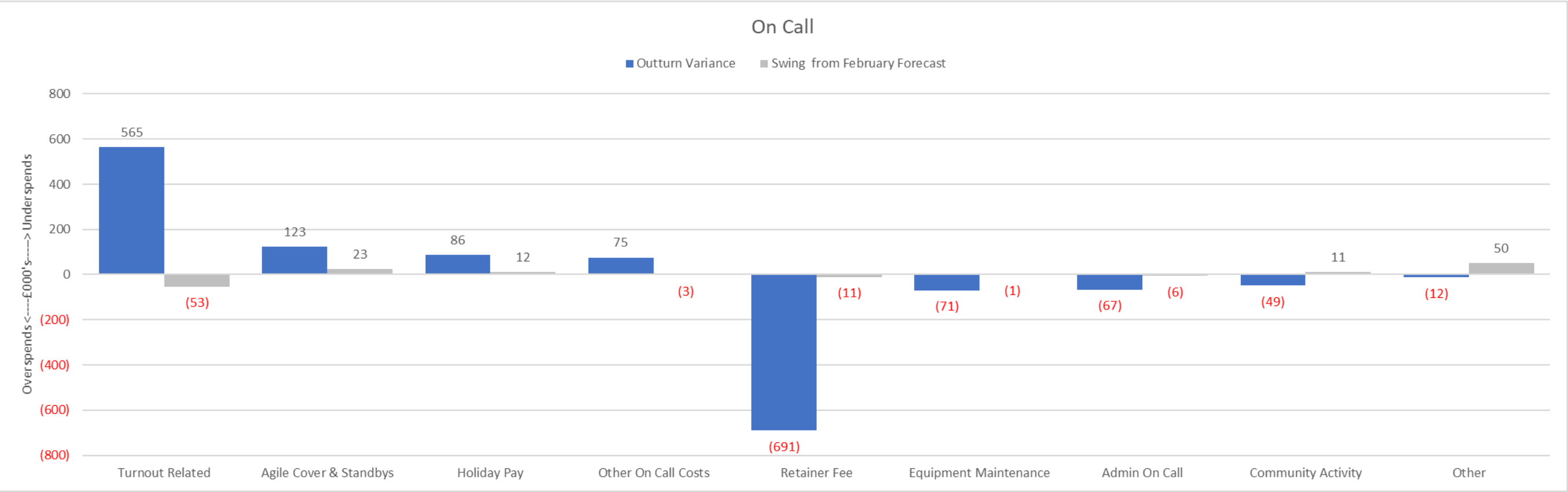


Outturn	Swing
Underspent by £355,000, representing 4.4% of budget.	In February an underspend of £343,000 was forecast. The year-end position has therefore resulted in a favourable swing of £12,000 representing 0.1% of budget.
Underspends: Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. The change in LGPS arrangements has also resulted in additional savings.	Changes in Financial Position Compared to February Forecast: Overtime – lower than anticipated demand for overtime in March 2025.
Overspends: Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence.	

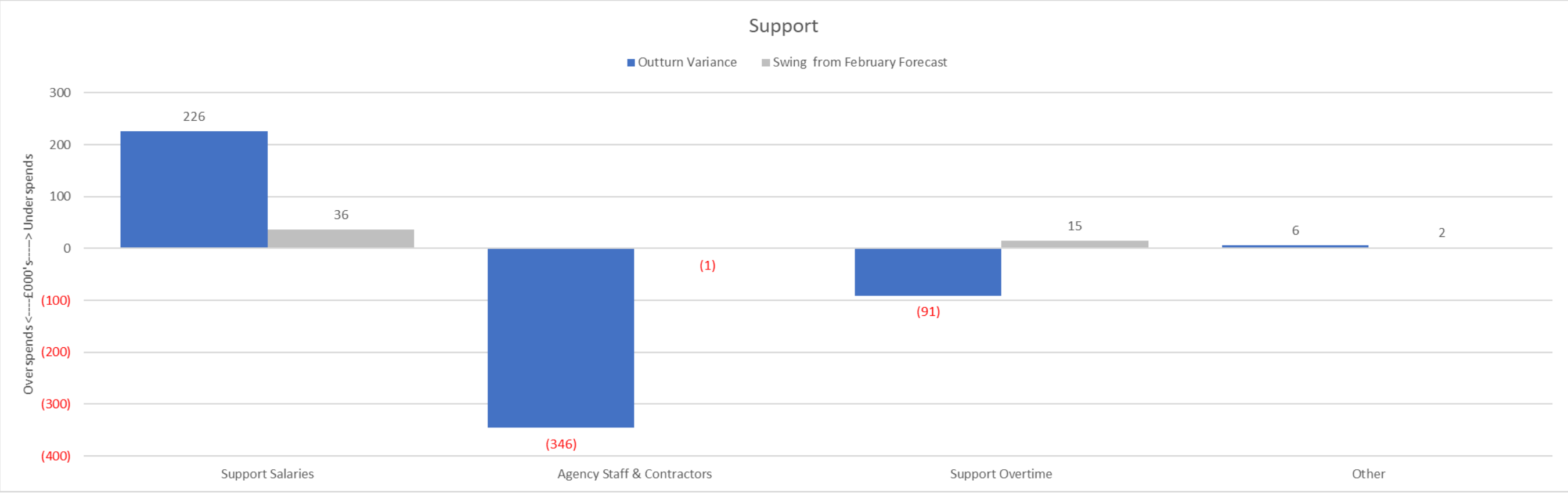


On Call

Outturn		Swing	
Overspent by £41,000, representing 0.1% of budget.		In February an overspend of £63,000 was forecast. The year-end position has therefore resulted in a favourable swing of £22,000 representing 0.1% of budget.	
Underspends: • Turnout Related – reduced activity levels although demand spiked in January 2025 due to Storm Eowyn. • Agile Cover & Standbys – reduced levels of standbys within the North and East SDAs. • Holiday Pay – the impact of reduced activity over the last 12 months. • Other On Call Costs – mainly the result of National Insurance savings partly offset by increased sickness costs.		Changes in Financial Position Compared to February Forecast: • Turnout Related – impact of Storm Eowyn and timing of pay claims relating to this activity. • Agile Cover & Standbys –lower than average demand over final months of the year. • Other – reduced level of claims submitted for drill nights over last 2 months of the financial year.	
Overspends: • Retainer fees – impact of NJC pay offer combined with significant number of staff moving to a higher level of banding. • Equipment Maintenance – increased time required to perform equipment maintenance activity. • Admin On Call – staff attendance at development days. • Community Activity – increased focus on community safety activity.			

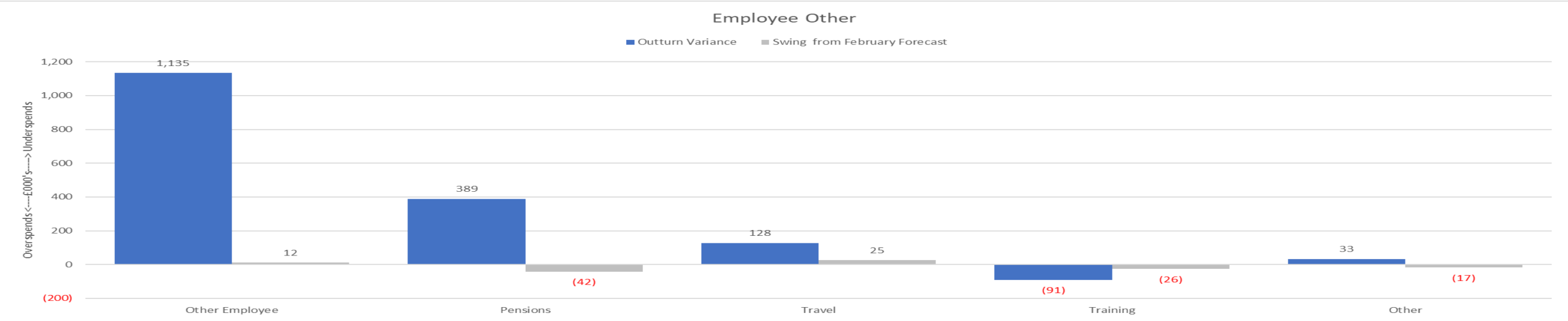


Outturn		Swing	
Overspent by £205,000, representing 0.5% of budget.		In February an overspend of £257,000 was forecast. The year-end position has therefore resulted in a favourable swing of £52,000 representing 0.1% of budget.	
Underspends: - Salaries – vacancies within the FCS and TSA Directorates along with delays in the corporate projects have compensated for overspends across the other areas of the Service. The change in LGPS arrangements has also resulted in additional savings. - Agency Staff & Contractors – delays in the Rostering project and the public consultation exercise to support SSRP.		Changes in Financial Position Compared to February Forecast: Salaries – reduced market allowance repayments as Fleet staff were regraded.	
Overspends: - Agency Staff & Contractors – additional costs for staff providing short-term resource within the FCS Directorate, Corporate Communications function and within the People Directorate. Additional resource required to deliver and implement ICT contracts. - Overtime – providing cover for vacancies mainly within Asset Management and the People functions.			

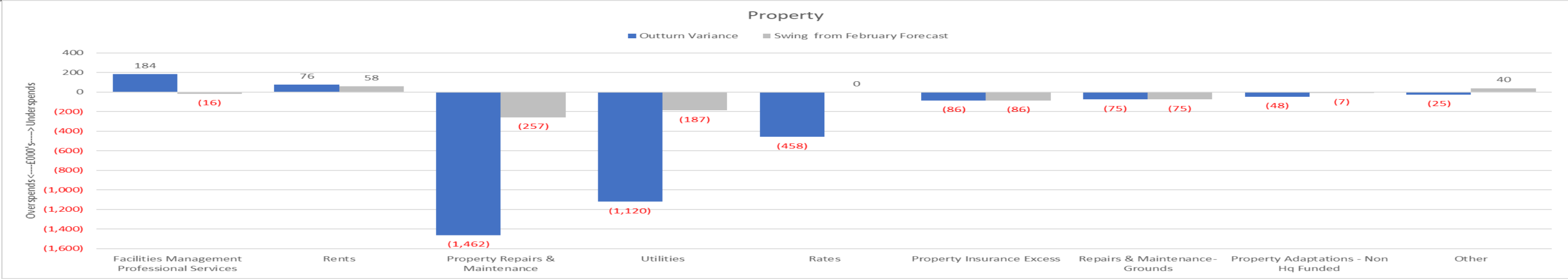


Employee Other

Outturn	Swing
Underspent by £1,593,000, representing 17.8% of budget.	In February an underspend of £1,641,000 was forecast. The year-end position has therefore resulted in an adverse swing of £48,000 representing 0.5% of budget.
Underspends: - Other Employee – release of holiday pay accrual and relocation costs are underspent. - Pensions – reduced ill health commutation charges complied to budgeted assumptions. - Travel – an increase in meetings being hosted on-line has contributed to reduced travel costs. - Training – externally provided operational training courses, learning & development courses and training equipment account for the underspend. - Subsistence – development days are being delivered locally.	Changes in Financial Position: - Pension – late notification of an ill-health retiral. - Training – specialised training within Operations for NILO officers. - Travel – lower than anticipated bookings in final months.
Overspends: - Training – specialist training courses, mainly in respect of Operations, Fleet and Property. - Travel – increased costs for staff attending training courses. - Subsistence – increased number of FF Trainees requiring accommodation.	

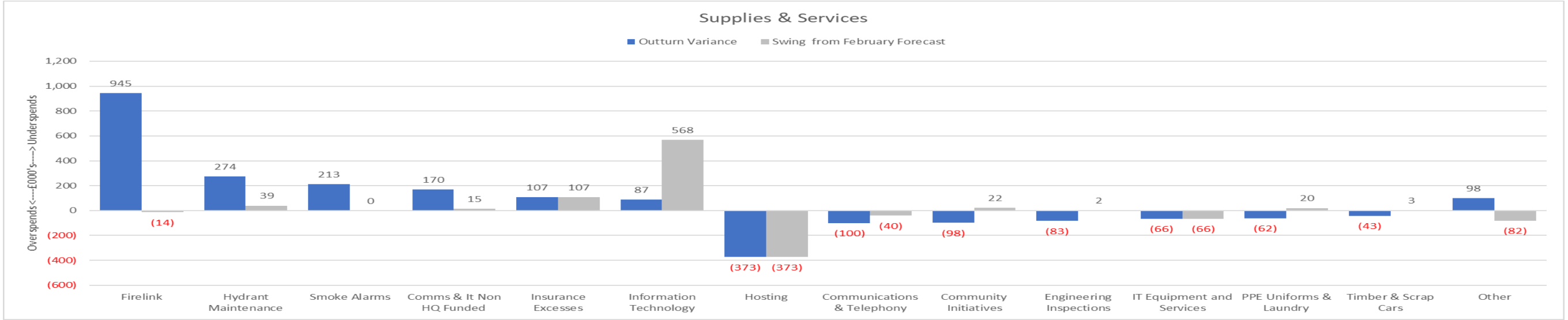


Outturn	Swing
Overspent by £3,014,000, representing 9.3% of budget.	In February an overspend of £2,484,000 was forecast. The year-end position has therefore resulted in an adverse swing of £530,000 representing 1.6% of budget.
Underspends: - Facilities Management Professional Services – reallocation of expenditure, relating to condition surveys, to the capital budget. - Rents – dilapidation costs relating to Leadhills, less than anticipated.	Changes in Financial Position Compared to February Forecast: - Property Repairs & Maintenance – further works funded from underspends in other parts of the service. - Utilities – further costs due to increased consumption in final month. - Property Insurance Excess – late demand due to storm damage in latter part of the year. - Grounds Maintenance – impacted by severe weather in final quarter.
Overspends: - Property Repairs & Maintenance – significant demand for repairs throughout the year due to condition of ageing estate. - Utilities – backdated electricity charges which are being challenged with the service provider along with increased costs for electric vehicle charging. These are partly offset by savings in gas and water. - Rates – some local authorities have removed transitional rates relief at sites, along with applying an increase of 6.7% for high value properties. - Property Insurance Excess – additional demand due to storm damage. - Grounds Maintenance – increased demand over winter months. - Property Adaptations Non HQ – local minor works across the estate utilising underspends from other cost lines.	



Supplies & Services

Outturn	Swing
Underspent by £1,069,000, representing 4.7% of budget.	In February an underspend of £868,000 was forecast. The year-end position has therefore resulted in a favourable swing of £201,000 representing 0.9% of budget.
Underspends: • Firelink – Surplus of budget returned to Scottish Government and reduced costs for staff supporting Firelink. • Hydrant Maintenance – the contract supplier has been unable to service the level of orders placed. • Smoke Alarms – there has been minimal requirement to purchase smoke alarms so far this year due to the utilisation of existing stock. • Comms & IT Non HQ Funded – delays in the ESMCP / In-Vehicle Systems and PPFT projects. • EL/PL Insurance Premiums & Excess – premiums are lower than budgeted. • Information Technology – recoding of costs to new account code for Hosting. Budgets were not realigned to match actuals.	Changes in Financial Position Compared to February Forecast: • Information Technology – due to recoding of cloud hosting, costs have moved between account codes. Offset by increase on Hosting and Communications & Telephony.
Overspends: • Hosting - cloud hosting costs being incurred earlier than in previous years. • Engineering Inspections – increase in volume and number of revisits. • PPE Uniforms & Laundry – increased uniform costs for new trainees. • Communications & Telephony – contract extensions resulting in higher charges. • Community Initiatives – the over recovery of income is being used to support additional local initiatives. • Operational Equipment Non HQ – mainly relating to Operational Delivery areas, including YVS and water planning. • Timber & Scrap Cars - accelerated spend on timber.	



Transport

3.8

Outturn

Underspent by £270,000, representing 4.5% of budget.

Underspends:

- Fuel – the impact of lower fuel prices and reduced consumption reflecting current activity levels.
- Vehicle Maintenance & Running Costs – fleet external contractors is being managed to partially offset the additional pressures in maintenance and tyres.

Overspends:

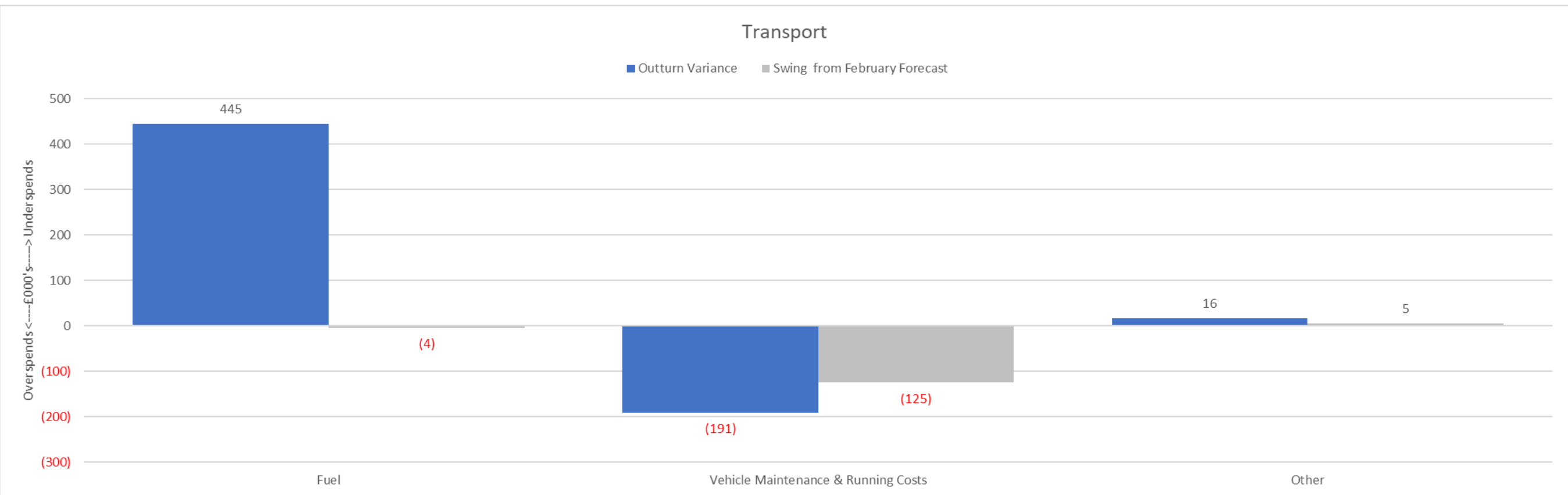
- Vehicle Maintenance & Running Costs – reflects current demands to support maintenance and tyres.

Swing

In February an underspend of £394,000 was forecast. The year-end position has therefore resulted in an adverse swing of £124,000 representing 2.1% of budget.

Changes in Financial Position Compared to February Forecast:

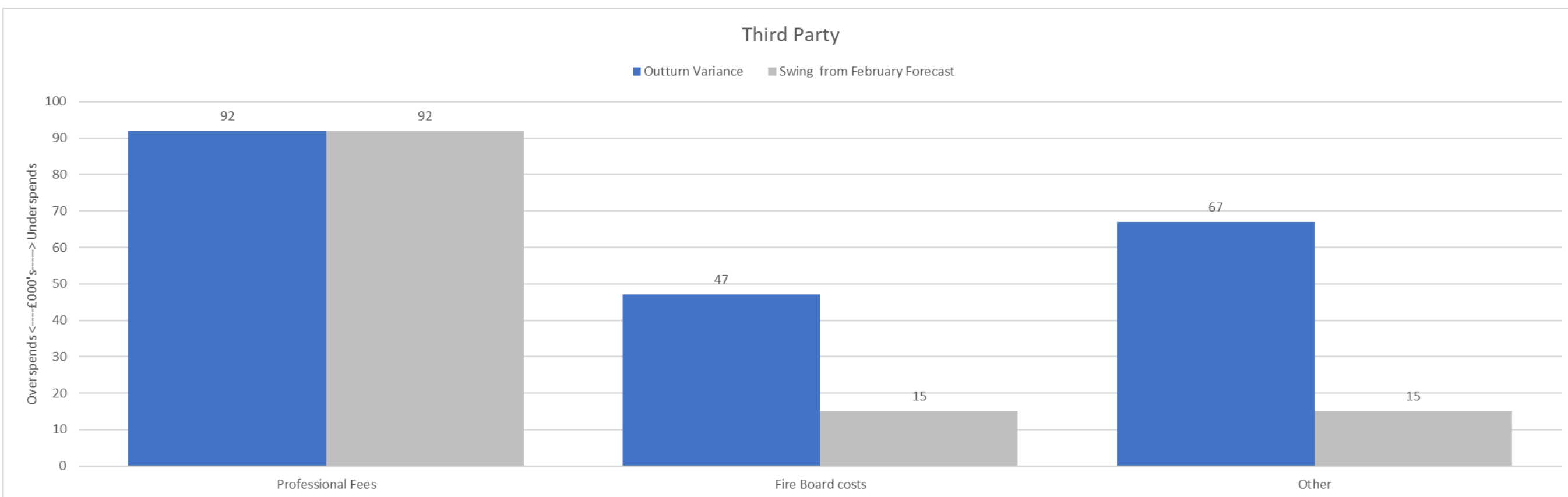
- Vehicle Maintenance & Running Costs – further increases in demand and prices from the suppliers.



Third Party Payments

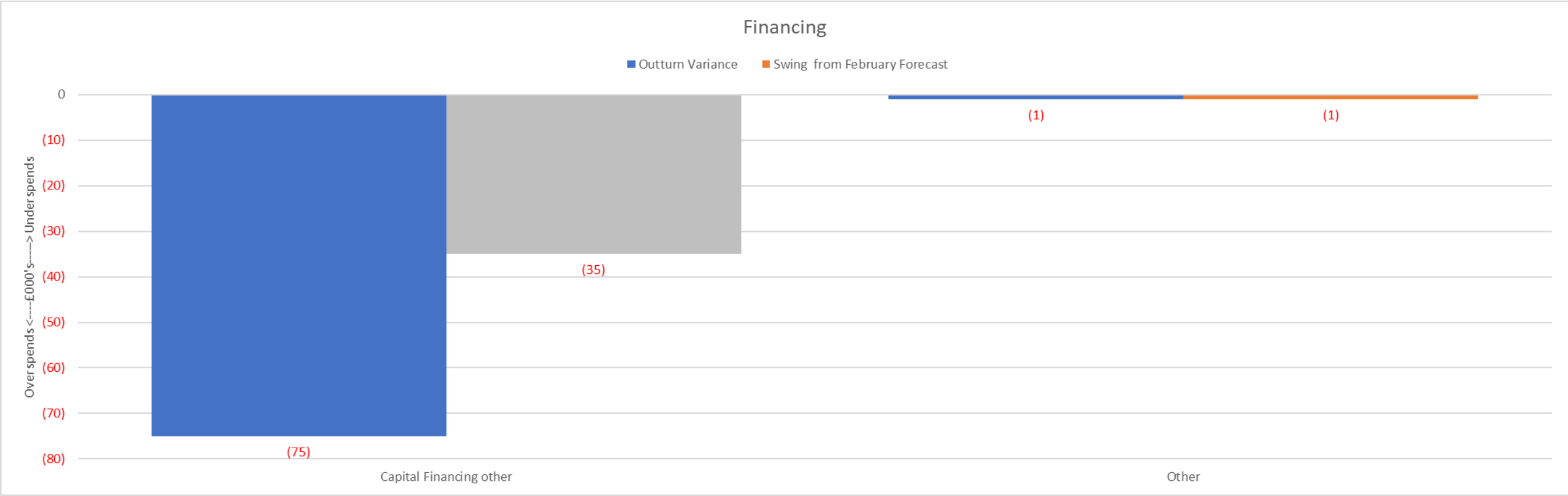
3.9

Outturn	Swing
Underspent by £206,000, representing 9.3% of budget.	In February, an underspend of £84,000 was forecast. The year-end position has therefore resulted in a favourable swing of £122,000 representing 5.5% of budget.
Underspends: - Professional Fees – delays in the public consultation to support SSRP, consolidation of LGPS and DaTS. - Fire Board – reduced activity and fewer members. - Other – reduced demand for medical reports and lower SMARTEU costs due to pension consolidation.	Changes in Financial Position: Professional Fees – expected costs for public consultation and LGSO consolidation did not materialise before the end of the financial year.
Overspends: Other – cost of estates review and utilisation study, partially funded by Scottish Futures Trust grants. Physician services also overspent due to supporting the health and wellbeing recovery exercise.	



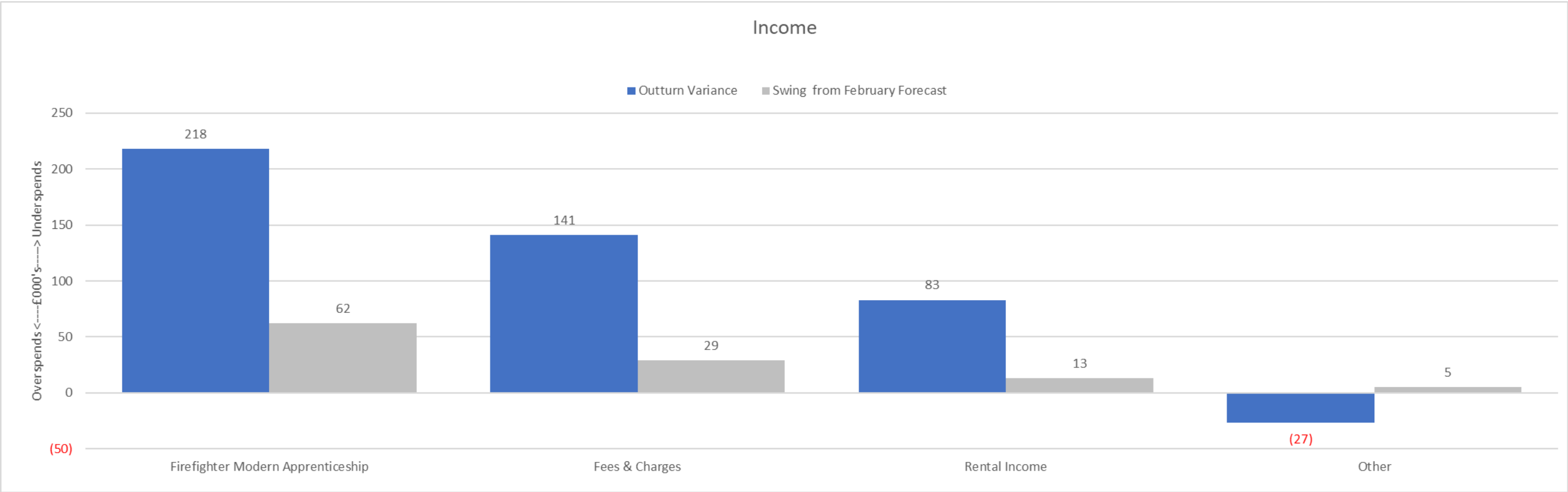
Financing

Outturn		Swing	
Overspent by £76,000, representing 4.4% of budget.		In February, an overspend of £40,000 was forecast. The year-end position has therefore resulted in an adverse swing of £36,000 representing 2.1% of budget.	
Underspends:		Changes in Financial Position: • Financing – increased cost for financing the Service’s legacy loans.	
Overspends: • Financing – increased cost for financing the Service’s legacy loans.			



Income

Outturn		Swing	
Over recovered by £415,000, representing 21.0% of budget.		In February an over recovery of £306,000 was forecast. The year-end position has therefore resulted in a favourable swing of £109,000 representing 5.5% of budget.	
Over Recoveries: • Firefighter Modern Apprenticeship – accelerated recovery of modern apprenticeship income as staff successfully complete their Scottish Vocational Qualification. • Fees and Charges – additional income following support provided at commercial events and income generated from renewable energy sources. • Rental Income – additional income from shared services.		Changes in Financial Position Compared to February Forecast: • Additional recovery of income due to staff completing their Scottish Vocational Qualification. • Sale of obsolete assets by Fleet.	
Under Recoveries:			



Disposal of Assets

3.12

Outturn		Swing
Overspent by £4,000, with no budget allocated.		In February no spend was forecast. The year-end position has therefore resulted in an adverse swing of £4,000.
Underspends:		Changes in Financial Position Compared to February Forecast: Other – additional disposals of assets for less than their net book value in the final period of the year.
Overspends: • Other - loss in respect of a vehicle write off and disposals of miscellaneous assets.		



Outturn on Initial Budgeted Savings

	Full Year			Nature of Savings	Change from Previous Forecast	Commentary
	Included in the 24/25 Budget	Forecast to be Delivered in 24/25	Red, Amber, Green Status			
Wholetime	6,788	3,224	A	Recurring	(4,075)	Impact of overtime levels required to maintain appliance availability and specialist resources in line with operational business rules
On-Call	829	1,329	G+	Recurring	(31)	Impact of revised banding from 1st January 2025
Support	-	-	G	Recurring	-	
Early Retirement Charges	-	-	G	Recurring	-	
Training	-	-	G	One Off	-	
Subsistence	-	-	G	Recurring	-	
Other	-	-	G	Recurring	-	
Property Costs	800	(453)	R	Recurring	(234)	Increased utility costs.
Supplies & Services	310	291	A	Recurring	(82)	Reduced equipment costs.
Transport Costs	-	-	G	Recurring	-	
Third Party Payments	78	175	G+	Recurring	92	A delay in the public consultation for SSRP.
Financing	177	102	A	Recurring	(35)	Increased costs for servicing legacy loans.
Income	75	42	A	Recurring	1	Reduced EV grant funding.
					-	
TOTAL	9,057	4,709	A		(4,363)	

Key

R = Savings are not being delivered

A = Savings are being delivered but below the budgeted level

G = Savings are being delivered in line with the budget

G+ = Savings are being delivered in excess of the budget

P = Year to date savings have delivered full year target

The savings against the budgeted targets have increased to £11,107,000 for the year a favourable swing of £1,083,000 compared to the February forecast.

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



Report No: B/FCS/20-25

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 OCTOBER 2025						
Report Title:	CAPITAL BUDGET OUTTURN REPORT 2024/25						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to advise the Board of the final Capital Budget position for the financial year ending 31 March 2025 and to outline the areas which have benefitted from the investment.						
2	Funding						
2.1	The Scottish Government allocated funding to SFRS within its 2024/25 Budget of £390.883 million. This funding comprised a Cash Departmental Expenditure Limit (DEL) of £357.883 million and £33.000 million in respect of depreciation (Ring-fenced or “non-cash” DEL).						
2.2	Within the Cash DEL funding for 2024/25, the Capital Programme was set at £42.500 million, £0.526 million was allocated (Ring-fenced) for the implementation of accounting standard IFSR16 Leases (Right of Use (ROU) Assets) and the balance of £314.857 million was assigned to the Resource Budget.						
2.3	As part of the Autumn Budget Review (ABR), Scottish Government agreed CDEL Budget Transfers of £0.300m for ESN Connect Data First revising the CDEL funding for the Capital Programme to £42.800m.						
2.4	In addition to CDEL funding, the Capital Programme received income from capital receipts of £0.249 million. This was for the sale of non-operational vehicles.						
2.5	Total revised funding for both the Capital Programme and ROU Assets was £43.575 million.						
3	Main Report/Detail						
3.1	Summary for 2024/25: • The February capital forecast was £43.575 million (incl RoU Assets). • Actual capital outturn was £43.545 million (incl Leases), with the underspend of £0.030 million occurring within Right of Use (ROU) Assets, for which funding was ring-fenced. • The Capital Programme was fully spent. • Budget virements over the year are detailed at Appendix A.						

3.2	Appendix A provides a detailed breakdown of the Capital Outturn position for financial year 2024/25, and Appendix B sets out the Asset Investment that was achieved.
4	Recommendation
4.1	The Board is asked to scrutinise the level of actual expenditure for financial year 2024/25 and note the asset investment that was achieved.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Register
5.1.1	The condition and suitability of the majority of SFRS stations is assessed as poor or worse. Due to experienced and expected funding constraints, the overall estate condition continues to deteriorate further, resulting in an increased risk of failure of built elements and increasing reactive maintenance costs.
5.1.2	Capital investment plans continue to be prioritised to those elements within our buildings with the highest risk of failure, or which have the highest operational impact from failure and to address those issues of concern for the health and safety of building users.
5.1.3	Prioritisation of funding on improving condition severely limits the Service's capacity to address the recognised suitability issues such as poor or lack of dignified facilities and contaminant control and in addition, as highlighted previously, in particular, instances of life expired building elements, such as RAAC roof structures, there is no cost-efficient maintenance solution and only a major project such as new build or significant refurbishment can resolve. The impact of the risks is managed through the Capital Monitoring Group throughout the year.
5.2	Financial
5.2.1	Financial implications are detailed within the report.
5.3	Environmental & Sustainability
5.3.1	Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to reducing greenhouse gas emissions.
5.3.2	Investment in decarbonisation projects via additional grants have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4	Workforce
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	Health & Safety
5.5.1	The introduction of new appliances, equipment and property, as well as ICT upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6	Health & Wellbeing
5.6.1	No Health & Wellbeing implications identified.
5.7	Training
5.7.1	The capital programme includes significant investment in training facilities. Where training is required in relation to new assets, this is co-ordinated through project boards.
5.8	Timing
5.8.1	This report covers the period from 1 April 2024 until 31 March 2025.

5.9 5.9.1	Performance Total actual expenditure at £43.545 million was £0.030 million under the budgeted figure of £43.575 million, due to lower expenditure than expected on Leases, for which funding was ring-fenced.	
5.10 5.10.1	Communications & Engagement Key stakeholders are engaged during project development and implementation.	
5.11 5.11.1	Legal and Regulatory External legal support is in place to support procurement where needed and to facilitate the sale of assets.	
5.12 5.12.1	Information Governance There are no specific Information Governance implications associated with this report.	
5.13 5.13.1	Equalities There are no specific Equalities implications associated with this report.	
5.14 5.14.1	Service Delivery Capital investment in property, ICT, fleet and equipment is required to improve and maintain service delivery capabilities. The introduction of new assets is closely co-ordinated between asset management, training and local service delivery areas.	
6	Core Brief	
6.1	The Director of Finance and Contractual Services advised the Board of the final Capital Budget Outturn position for the financial year ending 31 March 2025 and outlined the areas which have benefitted from capital investment over the year.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Deborah Stanfield, Interim Director of Finance and Contractual Services
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	Rationale:	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year Strategi Leadership Team agree actions to ensure we manage the financial position within agreed financial parameters.
8	Appendices/Further Reading	
8.1	Appendix A – Capital Outturn 2024-25 – Financial Analysis	
8.2	Appendix B – Capital Outturn 2024-25 – Asset Investment	
Prepared by:		Caroline Adams, Deputy Accounting Manager
Sponsored by:		Deborah Stanfield, Interim Director of Finance and Contractual Services
Presented by:		Deborah Stanfield, Interim Director of Finance and Contractual Services
Links to Strategy and Corporate Values		
The budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outline in our Strategic Plan 2022-2025 and our aspiration of working together for a safer Scotland.		

OFFICIAL

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>22 October 2025</i>	<i>For Information/Scrutiny</i>
<i>SFRS Board</i>	<i>30 October 2025</i>	<i>For Scrutiny</i>

Capital Outturn 2024-25 – Financial Analysis

SFRS Board

October 2025

Capital Monitoring Report: April 2024 – March 2025

Full Year Actuals v Budget by Category

Category	Original Budget	Virements	Revised Budget	Actuals				£000's			
				Q1	Q2	Q3	Q4				
				Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Total Spend	Variance to Budget	Variance (%)	Budget RAG
	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Property Major Works	13,330	(2,012)	11,318	1,086	2,376	2,554	4,758	10,774	544	5%	
Property Minor Works	5,720	2,327	8,047	356	1,284	2,828	4,151	8,619	(572)	(7%)	
Vehicles	5,426	5,617	11,043	13	514	111	10,349	10,987	56	1%	
Digital and Technology	13,053	(5,148)	7,905	432	1,651	1,372	4,451	7,906	(1)	(0%)	
Operational Equipment	5,497	(235)	5,262	554	1,308	1,014	2,383	5,259	3	0%	
Total Expenditure	43,026	549	43,575	2,441	7,133	7,879	26,092	43,545	30	0%	
Cumulative Total				2,441	9,574	17,453	43,545				

Capital Monitoring: April 2024 - March 2025

Budget virements

Category	Original Budget £000s	Total Virements £000s	Revised Budget £000s	Commentary
Property Major Works	13,330	(2,012)	11,318	Internal virements in Period 2. £1.100m vired from Site Purchase (RAAC replacement opportunity led) with £0.590m to Salen, £0.300m to Galashiels, £0.110m to Dingwall and £0.100m to Newcraighall. Internal virement in Period 3 with £0.010m vired from Crewe Toll Fire Station to Property Project Costs. Internal virements for Property Major Works in period 5 totalled £0.530m, vired to Minor Works. Virements for Property Major Works in period 9 totalled £0.588m from NMS. Net movement at Period 12 is a reduction of £2.012m.
Property Minor Works	5,720	2,327	8,047	Internal virement in period 5 for £0.530m from Property Major Works to Minor Works. Virement in period 5 from NMS of £1.54m to Minor Works. Virements in Period 9 from NMS of £0.257m. Net movement at Period 12 is an increase of £2.327m.
Vehicles	5,426	5,617	11,043	Internal virements in Period 3 for £1.177m vired from Light Appliances with £0.423m to Medium Weight Pumping Units, £0.404m to Wildfire Vehicles and £0.350m to Technical Rope Rescue Units. Virement in period 5 from NMS for £4.225m to Frontline Appliances (£3.675m) and DIM (£0.550m). Virement in Period 8 from capital receipts (£0.190m). Virement in period 10 from NMS for £0.389m to frontline appliances. Virements in period 11 from Operational Equipment for £0.070m and £0.059m from capital receipts to Light Vehicles. Virements in Period 12 from Operational Equipment (£0.655m) and Digital and Technology Equipment (£0.029m). Net movement at Period 12 is an increase of £5.617m.
Digital and Technology	13,053	(5,148)	7,905	Internal virement in Period 2 with £0.100m vired from Telephony to Operational Mobilisation. Virement in period 5 with £6.000m vired from NMS to Vehicles, Property and Ops Equipment. Virements in Period 9 totalling £0.845m from NMS to property. Virement in period 10 of £0.389m from NMS to Vehicles. Virement in Period 11 of £0.080m from Operational Equipment. Virement of £0.029m to Vehicles in period 12. Net movement at Period 12 is a reduction of £5.148m.
Operational Equipment	5,497	(235)	5,262	Virement of £0.570m from NMS to Operational Equipment in period 5. Virements of £0.070m Vehicles and £0.080m to Digital and Technology Equipment in Period 11. Virements of £0.655m to Vehicles in Period 12. Net movement at Period 12 is a reduction of £0.235m.
Total Expenditure	43,026	549	43,575	
Project Funding				
Capital DEL	(43,026)	(300)	(43,326)	Approved GIA budget of £43.026m. Additional budget of £0.300m for ESN projects.
Capital Receipts	0	(249)	(249)	£0.190m vired to Vehicles in Period 8. £0.059m vired to Vehicles in Period 11.
Total Funding	(43,026)	(549)	(43,575)	

Property Major Works

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Dalkeith Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	49	484	487	477	(3)	3,600
Liberton Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	0	518	472	474	46	1,700
Portree Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	0	27	11	27	16	0
Crewe Toll Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	0	27	27	27	0	0
Calton Fire Station (Dignified Facilities), (CC)	0	250	285	263	(35)	1,400
Training Estate	0	2,690	2,130	2,186	560	2,300
Site Purchases Dalkeith	0	1,140	1,331	1,211	(191)	0
Site Purchase Portree	0	0	15	0	(15)	900
Glasgow New Build Fire Station	0	132	135	135	(3)	0
Enabling Works for the Sale of Hamilton	0	230	125	234	105	0
Property Project Costs	0	390	402	400	(12)	0
Salen Fire Station Development (Conversion of Former NHS Building)	421	100	141	148	(41)	0
Blackness Road Replacement Station - Part New Build	0	100	0	4	100	0
Galashiels Fire Station - Redevelopment (RAAC), (Dignified Facilities), (CC)	759	2,250	2,262	2,257	(12)	0
Dingwall Fire Station Redevelopment (Dignified Facilities), (CC)	745	1,080	1,089	1,068	(9)	0
Newcraighall Fire Station Redevelopment (Dignified Facilities), (CC)	697	1,900	1,862	1,862	38	0
Total	2,671	11,318	10,774	10,772	544	9,900

Property Minor Works

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Minor Works - Condition (Elemental Upgrades)	0	6,892	7,610	7,524	(718)	7,650
RAAC Mitigation Works	0	500	766	658	(266)	0
Energy & Environmental Improvements 24-25	5,453	655	243	414	412	1,000
Total	5,453	8,047	8,619	8,596	(572)	8,650

Vehicles

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Medium Weight Pumping Units	0	423	423	423	0	0
Frontline Appliances	0	6,651	6,651	6,664	0	4,400
Light Fleet - Vans & Cars (incl transition to net zero)	0	2,200	2,174	1,502	26	563
Wildfire Vehicles	0	390	390	390	0	0
Light Appliances	0	498	498	498	0	425
Technical Rope Rescue Units	0	146	146	146	0	0
Leased Vehicles (IFRS16)	0	526	496	526	30	535
Control Units/New Dimensions Assets	0	209	209	209	0	1,200
Total	0	11,043	10,987	10,359	56	7,129

DaTS (excluding NMS)

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
PC's, laptops, peripherals	0	610	611	610	(1)	50
Replacement & Upgrade of AV Kit	0	251	243	251	8	100
Server Infrastructure	0	0	9	0	(9)	100
Systems Infrastructure	0	519	519	504	0	42
Network Infrastructure	0	424	415	250	9	136
Data Centre/Disaster Recovery	0	277	281	277	(4)	100
Telephony	0	52	52	52	0	100
Cyber Security Provision	0	123	122	123	1	100
ESN Connect- Data First (Awaiting SG Confirmation)	0	1	1	1	0	420
In Vehicle Systems	0	1,435	1,433	1,614	2	255
ICT Project Costs	0	231	228	244	3	325
Operational Mobilisation	0	1,268	1,271	1,266	(3)	0
Total	0	5,191	5,185	5,191	6	1,728



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New Mobilising System (NMS)

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
New Mobilising System	943	2,714	2,721	2,714	(7)	12,303
Total	943	2,714	2,721	2,714	(7)	12,303

Operational Equipment

Project Description	Prior Years Spend £000's	Revised Annual Budget £000's	Total Actual Expenditure £000's	February Forecast £000's	Variance to Budget £000's	Future Years Spend £000's
Operational Equipment		3,617	3,614	3,549	3	1,120
PPE		1,645	1,645	1,940	0	2,200
Total	0	5,262	5,259	5,489	3	3,320

Capital Outturn 2024-25 - Asset Investment

SFRS Board

October 2025

Property – Major Works

Total Investment: £10.8m in property infrastructure, advancing RAAC replacement, reconfiguration and upgrade works, and training estate improvements, while supporting ongoing service transformation and estate optimisation.

RAAC Replacement - £4.6m

Dalkeith Fire Station: Site purchased, planning permission secured and design advanced to Stage 4, with pricing and construction scheduled for 2025/26.

Liberton Fire Station: Design progressed for a new build station.

Galashiels Fire Station: RAAC roof remediation and station reconfiguration completed, delivering dignified gender-neutral toilets, changing facilities, and contaminant control. The modernised station now meets Service standards, minimises backlog maintenance and reduces future development costs.

Initial feasibility work undertaken on **Portree** and **Crewe Toll**.

Dignified Facilities - £3.3m

Calton Fire Station:

Reconfiguration design developed and tendered to deliver dignified facilities and contaminant control; contract to be awarded end of March 2025, with construction commencing in 2025/26.

Dingwall Fire Station: Extension, roof replacement, and reconfiguration completed, providing dignified gender-neutral toilets, changing facilities, and contaminant control, meeting Service standards.

Newcraighall Fire Station:

Reconfiguration completed to provide dignified gender-neutral toilets, changing facilities, and contaminant control, ensuring compliance with Service standards.

Training Estate - £2.2m

Advanced replacement of **CFBT units at Sumburgh, Kirkwall, Invergordon, Oban, Dreghorn, and Dumfries**, scheduled for completion in 2025/26.

Commenced development of a **Simulated Structural Collapse facility** at the National Training Centre.

Reconfigured and refurbished **Perth Training Centre** facilities to provide dignified facilities and contaminant control.

Progressed design of a major new CFBT facility at Perth Training Centre, incorporating a smoke capture system.

Other - £0.7m

Cowcaddens Fire Station

(Glasgow): Submitted planning-in-principle applications to support a new build replacement, de-risk the current site and maximise potential disposal value.

Occupational Health Facilities:

Completed reconfiguration of the modular building at Hamilton to provide alternative accommodation, enabling the release of the former West Service Delivery HQ for marketing and future disposal.

Property – Minor Works

Total Investment: £8.6m directed towards essential building improvements and delivery of the Carbon Management Plan, reducing backlog maintenance and improving energy efficiency.

Minor Works - £7.6m

Undertake **193 projects** across 131 Properties across Scotland, including; replacement appliance bay doors/fire doors (23), replacement floors (2), electrical rewires (17), replacement fire alarms (3), HVAC upgrades (24), roof replacements (30), internal & emergency lighting upgrades (4), training tower upgrades (10), yard resurfacing & external drainage (24), window replacements (16), boundary fencing (6), drying room / BA room upgrades (14) and kitchen upgrades (4).

This investment has addressed backlog maintenance requirements identified in previous years, enabling SFRS to prioritise the most critical building elements.

RAAC Mitigation - £0.7m

Design and works progressed at various stations including **Cumbernauld, Livingston, Dalkeith and Milngavie** to address internal structural remediation and prevent further deterioration.

Energy & Environmental - £0.3m

Progress the Service's Carbon Management Plan through the installation of **Smart Heating Systems** at four electrically heated sites, the completion of a new power supply design at MacAlpine Road to support **electric vehicle chargers** and progress the upgrade of **Building Management Systems** at 7 sites.

Vehicles (excluding Leases)

Total Investment: £10.5m results in significant fleet renewal, improved operational capability, enhanced firefighter safety, greater standardisation, and measurable progress toward net zero targets.

Frontline Appliances - £6.7m

30 Scania 18T Rescue Pumps are in build and scheduled for completion/delivery in the latter part of the 2025–26 financial year. This represents the minimum requirement to hold the backlog at a standstill, with the current average vehicle age at 10.93 years.

Medium Weight Appliances - £0.4m

6 Iveco Medium Weight Rescue Pumps (from a batch of 20) have been delivered. These will replace end-of-life fleet, introduce Euro 6–compliant appliances in Scotland's ULEZ areas, and enhance operational capability and standardisation.

Light Appliances - £0.5m

12 Lightweight Pumping Units have been introduced to replace end-of-life Volunteer Support Units, improving operational capability and standardisation while reducing carbon output and maintenance requirements.

A further **12 additional Lightweight Pumping Units** have commenced production.

Vehicles (excl Leases) (Continued)

Total Investment: £10.5m results in significant fleet renewal, improved operational capability, enhanced firefighter safety, greater standardisation, and measurable progress toward net zero targets.

Light Fleet - £2.2m

39 Kia Niro EVs have been purchased as direct replacements for end-of-life diesel Pool Cars, supporting net zero goals and reducing carbon footprint.

19 Mercedes-Benz eVito/eCitan Vans have been procured to replace end-of-life units, further expanding the EV fleet and supporting net zero targets.

1 Mercedes-Benz Vito Stores Van has been purchased as a direct replacement, incorporating access and driving control modifications tailored to driver requirements.

Technical Rope Rescue £0.1m

4 Rope Rescue Units are in production to replace end-of-life vehicles, reducing backlog and improving fleet age across the service.

DIM Units - £0.2m

4 Iveco Daily DIM Unit base vans have been procured to replace end-of-life vehicles, ensuring national resilience, interoperability, and support for cross-border operations and national events.

Wildfire Vehicles - £0.4m

11 Ford Ranger MRV 4x4s have been introduced to replace end-of-life units, enhancing capability for emerging risks such as wildfires and flooding.



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DaTS Equipment (excl NMS)

Total Investment: £5.2m in our DaTS infrastructure has enabled the delivery of critical ICT asset refresh, cyber security improvements and operational systems to ensure resilience and compliance.

Core ICT Assets – £1.4m

Replacement of **core ICT assets** including 170 laptops (plus 6 specialist), 390 desktop PC's, 115 docking stations (plus 38 specialist), 372 monitors along with cameras, headsets cards and other peripherals.

Rollout supported by temporary agency staff to ensure timely delivery.

Maintained adherence to the **five-year replacement strategy for desktop / mobile equipment**, preventing backlog recurrence post-Covid.

Audio Visual (AV) Equipment - £0.2m

Smartboards installed in 102 fire stations, replacing ageing AV equipment.

Full AV refresh of the **Henderson Auditorium** (Headquarters).

Health-checks and upgrades completed on display screens across all **three Operations Control rooms**.

Cyber Security & Compliance - £0.1m

Professional services to enable development and testing of **Home Fire Safety Visit application (HFSV)** along with external penetration testing.

Progressed **Cyber Essentials improvements** and ongoing cyber security enhancements embedded in ICT projects and applications.

DaTS Equipment (excl NMS) (Continued)

Total Investment: £5.2m in our DaTS infrastructure has enabled the delivery of critical ICT asset refresh, cyber security improvements and operational systems to ensure resilience and compliance.

Networking & Connectivity - £1.2m

Networking upgrades delivered at 9 fire stations and 7 strategic sites (HQ, Johnstone OC + ICT building, Newbridge ARC, Edinburgh OC, Dundee ARC, Dundee OC, Inverness ARC).

Replacement of end-of-life **Network hardware** across the estate.

Resilient network connectivity installed between Edinburgh Operation Control and Johnstone Operation Control via DS3000 ICCS Implementation project.

Rollout of **Cisco network switches** underway.

Telephony – £0.1m

Training for Operational Control and DaTS staff on **DS3000 ICCS Integrated Communication Control System**.

Various professional services to support DS3000 implementation and associated telephony upgrades.

Data Centre & Infrastructure - £0.3m

Services to carry out Phases 1 and 2 of preparatory work for the **Saughton Data Centre Decommissioning Project**.

Replacement of end-of-life **Data Centre hardware**.

Professional services engaged to support **infrastructure resilience**.

In Vehicle Systems – £1.9m

MODAS software purchased, configuration milestones 1 and 2 completed.

329 CF33 devices procured and secured for deployment.

Professional services engaged to provide a method statement relating to **ESN Data First installations**, to support the digital fireground radio rollout and to provide specialist Airwave support.

New Mobilising System (NMS)

Total Investment: £2.7m in delivery of the New Mobilising System, contributing the Service's future command, control and mobilisation capability. Key Milestones achieved in 2024/2025 include:

Contract & Delivery Framework

Contract signed (October 2024) with Motorola for Integrated Command and Control System (ICCS) and Computer Aided Dispatch (CAD).

Implementation plan agreed: ICCS live by December 2025; CAD live by late 2026.

Programme Delivery - £0.5m

Dedicated **NMS project team** established.

Programme Director appointed to provide leadership and assurance.

Ongoing partnership with Actica Consulting as **Technical Advisors**.

Technical Progress - £2.1m

Onboarding with Motorola completed and initial delivery commenced.

Systems installed across all three Control Rooms for first-stage testing.

Governance & Assurance - £0.1m

Business readiness and standardisation workstreams progressing in line with go-live timescales.

Successful **Delivery Review** completed with Scottish Government Digital Office (DAO), with recommendations now being implemented.

Operational Equipment

Total Investment: £5.3 million in Operational Equipment in 2024/25 has helped to enhance firefighter safety and resilience, modernise assets and reduce the investment backlog. This investment is detailed across the following categories

Firefighting Capability - £0.7m

28 full **air bag stabilisation systems** and 280 **isolation valves**.

110 main line **fire fighting branches** for front line appliances.

700 new **fire extinguishers**.
Enabling the removal of legacy C8/C6 foam units from front line appliances.

3 sets of **advanced Weber battery-powered rescue equipment** with additional batteries (training centres) – reducing high-pressure injection injury risk.

3 full environmental **pipe sealing kits** to replace assets at end of life

Breathing Apparatus - £0.1m

1,000 **Self Contained Breathing Apparatus (SCBA) reducers** (component of BA equipment) replaced in line with manufacturer recommendations.

4 complete **SCBA cleaning/decontamination units** installed.

Health & Safety – £0.3m

108 additional **Thermal Image Cameras (TICs)** and 5 **intrinsically safe TICs** – delivering the Operational TIC strategy.

15 Zoll AED 3 **defibrillators**.

Replacement of 6 **occupational health treadmills**.

Specialist medical products (blast bandages, chest seals, airways) for major casualty incidents.

Hair and body wash introduced across 1,100 sites that have showering facilities.

18 **body-monitoring systems** deployed to support CivTech contaminants research.

PPE & Decontamination - £4.2m

Structural PPE replacement due to wear / tear and recruitment needs including: 800 fire helmets, 3,300 tunics, 2,700 over-trousers, 3,800 pairs of fire boots, 7,600 pairs of fire gloves and 11,000 pairs of rescue gloves.

2,200 additional sets of **reserve PPE** and 250 reserve helmets to aid decontamination.

Storage, airing, and decontamination infrastructure installed (34 airing cages, 350 airing rails, and 350 contaminated PPE boxes).

PPE storage cages and rails for 35 reserve stock holding stations to meet operational requirements and **SOP for contaminants**.

IFRS 16 Leases

Total Investment: £0.5 million in new / extended Leases during 2024/25.

Property - £0.010m

Bixter Fire Station – Lease extension agreed to secure continued operational use of the site.

Lease Car Scheme - £0.040m

Support Staff Lease Car Scheme – One lease extension and 3 new leases approved.

Vehicles - £0.450m

61 Kia Nero leases extended for a further year

13 New Kia Nero leases approved.

SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 19

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
1 December 2025	- Chair's Welcome - Apologies - Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Minutes - Action Log - Decision Log - Chair's Report - Chief Officer's Report - Committee Reports - Risk Themes - Forward Plan - Date of Next Meeting	<u>Standing/Regular Reports</u> - HS Policy and Policy Statement <u>New Business</u> - Fraud Report	<u>Standing/Regular Reports</u> - Resource Budget Monitoring Report - Capital Budget Monitoring Report - Quarterly Performance Report 2025/26 Q2 - Health and Safety Annual Report 2024/25 <u>New Business</u>	<u>Standing/Regular Reports</u> <u>New Business</u>	<u>Standing/Regular Reports</u> <u>New Business</u>
18 December 2025	- Chair's Welcome - Apologies - Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Risk Themes - Forward Plan - Date of Next Meeting	<u>Standing/Regular Reports</u> <u>New Business</u>	<u>Standing/Regular Reports</u> <u>New Business</u>	<u>Standing/Regular Reports</u> <u>New Business</u>	<u>Standing/Regular Reports</u> <u>New Business</u> - Service Delivery Review

Special Public – 29 January 2026	- Chair's Welcome - Apologies - Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Risk Themes - Forward Plan - Date of Next Meeting	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>
		<u>New Business</u>	<u>New Business</u>	<u>New Business</u>	<u>New Business</u> Annual Operating Plan Progress update Q1 & Q2
Provisional Special Board – 19 February 2026	- Chair's Welcome - Apologies - Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Date of Next Meeting	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>
26 March 2026	- Chair's Welcome - Apologies - Consideration of and Decision on any items to be taken in Private - Declaration of Interests - Minutes - Action Log - Decision Log - Chair's Report - Chief Officer's Report - Committee Reports & RCG Approved Minutes - Risk Themes - Forward Plan - Date of Next Meeting	<u>Standing/Regular Reports</u> - Corporate Parenting Plan Annual Update <u>New Business</u>	<u>Standing/Regular Reports</u> - Resource Budget Monitoring Report - Capital Budget Monitoring Report - Quarterly Performance Report 2025/26 Q3 - Annual Operating Plan Progress update Q3 <u>New Business</u>	<u>Standing/Regular Reports</u> <u>New Business</u>	<u>Standing/Regular Reports</u> - Resource Budget 2026/27 - Capital Programme 2025-2028 <u>New Business</u>

OFFICIAL



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING –SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 30 OCTOBER 2025

The following reports were submitted for information only.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: FIO

Agenda Item: N/A

Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:		30 OCTOBER 2025						
Report Title:		SFRS/ANTHONY NOLAN PARTNERSHIP – ANNUAL REPORT – ACADEMIC YEAR 2024/25						
Report Classification:	For Information Only	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	The purpose of this paper is to provide the Board with an overview of the achievements of the Scottish Fire and Rescue Service (SFRS)/Anthony Nolan Partnership during the 2024/25 Academic Year, details of which are contained within Appendix A (Annual Report).							
2	Background							
2.1	The change of age criteria in 2012 signalled a change in focus for the Partnership and the beginning of the donor recruitment schools programme. This change in strategy provided the Partnership with an opportunity to engage a captive audience in a very structured environment and add greater quality to the register due to the age of school pupils being recruited.							
2.2	It was the vision of the Partnership that it should be about more than just recruiting pupils onto the register. The schools programme events have been designed in a way that encourages greater involvement from pupils and allows them to take ownership, demonstrate leadership and put their own `stamp` on events. It shows pupils the significant impact they can have on the lives of others through active citizenship, personal commitment and a simple selfless act.							
2.3	Partnership volunteers go into secondary schools across Scotland to deliver inspiring educational presentations to 16 to 18-year olds about stem cell, blood and organ donation.							
2.4	The focus is on the potentially lifesaving impact that young people can have through positive citizenship, which is in line with the aims of the Curriculum for Excellence. The events provide a positive environment for the SFRS to engage with young people and to demonstrate their commitment to supporting their local communities.							
2.5	The Partnership were keen to use this process to deliver `additional value` to both the schools and pupils and therefore have designed an innovative process that encourages peer involvement using some of the young people as `SFRS Champions`. These `Champions` support the programme through helping deliver the message to their fellow pupils, booking people in for the recruitment event and even staffing the welcome desk.							
2.6	This increases the feeling of ownership and gives a real opportunity for those involved to develop confidence and to see first-hand the impact they can have regardless of academic abilities or socio-economic background.							

3	Main Report/Detail
3.1	The 2023/24 academic year saw SFRS/Anthony Nolan Partnership school donor recruitment activity continue to build on our 22/23 school activity post Covid19.
3.2	With regards to partnership activity in 2023/24, we facilitated 35 school donor recruitment events, recruiting 1,713 people to the register, an increase of over 600 from last year and over 22,000 in total now. Within the reporting period the partnership saw a further twelve people donate their stem cells and potentially save the life of someone with blood cancer, in total the partnership has had 124 people donate their stems cells.
3.3	96% of people recruited by SFRS have been aged between 16 and 23 years of age, this is incredibly important as Anthony Nolan, through their research, have identified that younger donors within this age bracket have a far greater chance of being a match and provide better patient outcomes post-transplant. The percentage of people recruited by Anthony Nolan in this age bracket is currently 65%.
3.4	Appendix A (Annual Report) highlights the achievements of the SFRS/Anthony Nolan Partnership during the academic year, 1 August 2024 to 31 July 2025.
3.5	The main highlights from the report are: • 1,713 new donors recruited onto the register. • 12 lifesaving stem cell donations made, all of whom were school pupils. • Over 6,000 pupils engaged with. • Average of 48 donors recruited per event (compared to 37 Anthony Nolan average). • Over 77 people called for second stage testing. • The Partnership was shortlisted for to Third Sector Awards 'Frontline Team of the Year' and 'Corporate Partnership of the Year'.
3.6	The Partnership received a recognition award at the 2025 Anthony Nolan Supporters Awards in appreciation and recognition of 15 years of outstanding dedication to educating young people about stem cell donation and improving the lives of people in need of a lifesaving transplant.
4	Recommendation
4.1	The Board are asked to note the content of the SFRS/Anthony Partnership Annual Report and recognise the work of the partnership volunteers during the 2024/25 academic year.
5	Key Strategic Implications
5.1 5.1.1	Risk Appetite and Alignment to Risk Registers Not applicable
5.2 5.2.1	Financial Not applicable
5.3 5.3.1	Environmental & Sustainability All event supplies are delivered and picked up by Anthony Nolan pre- and post-event, and those resources not required are re-used at further events.
5.4 5.4.1	Workforce A key point that should be emphasised is that SFRS volunteers involved do so in their own time or as additional voluntary work to their existing duties. The Partnership has three Vice Chairs, one per SDA area and 26 Tactical Leads who oversee the volunteer groups within their respective areas.

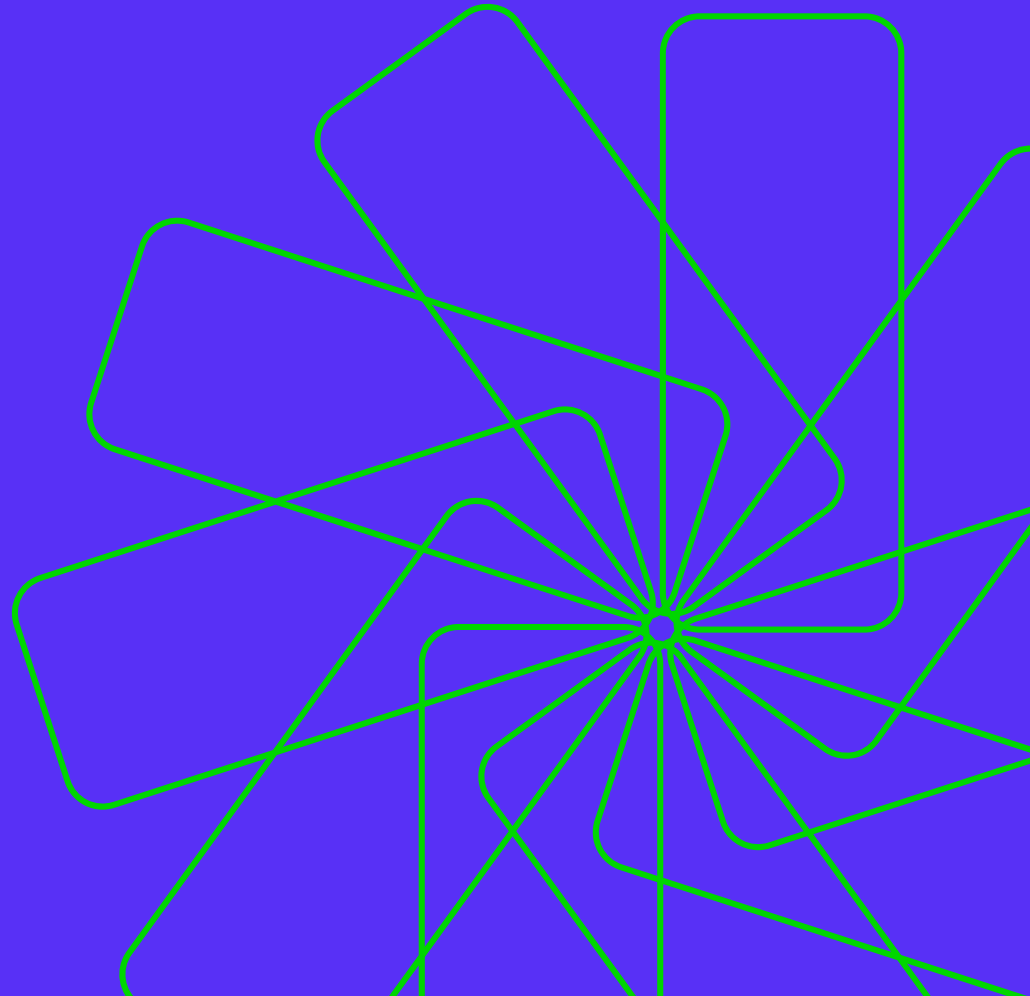
5.5 5.5.1	Health & Safety Anthony Nolan risk assessments are completed for every donor recruitment event by SFRS Tactical Leads in conjunction with schools. These risk assessments are submitted to Anthony Nolan prior to any event.	
5.6 5.6.1	Health & Wellbeing Not applicable	
5.7 5.7.1	Training Anthony Nolan has already provided SFRS Partnership Tactical Leads with full training in running a recruitment event in accordance with Anthony Nolan's rules and guidelines. Anthony Nolan will provide further training and materials as required should there be any change to process.	
5.8 5.8.1	Timing SFRS/Anthony Nolan Annual Report will be produced on a yearly basis covering academic years.	
5.9 5.9.1	Performance Annual Report will be submitted to Strategic Leadership Team (SLT) and the Board on a yearly basis and shared with all Partnership volunteers.	
5.10 5.10.1	Communications & Engagement The Annual Report will be hosted on the SFRS/Anthony Nolan Partnership SFRS IHub page.	
5.11 5.11.1	Legal Formal Partnership Agreement between SFRS and Anthony Nolan is under annual review and was last resigned in November 2024.	
5.12 5.12.1	Information Governance Partnership DPIA has been completed by SFRS Information Governance Team. No Privacy Notice is required in respect of the processing by SFRS as data involvement is minimal and no personal data is being retained by SFRS.	
5.13 5.13.1	Equalities Partnership events are delivered within Anthony Nolan policy and procedure, all donor recruitment events are covered by the Anthony Nolan Event EHRIA	
5.14 5.14.1	Service Delivery Service Delivery staff and personnel volunteer for and support the delivery of donor recruitment events in schools.	
6	Core Brief	
6.1	The Deputy Chief Officer presented this report outlining the achievements of the SFRS/Anthony Nolan Partnership during the 2024/25 academic year.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Andy Watt, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	The Partnership is well established with over 16 years of donor recruitment event delivery and has in recent years strengthened its position with the introduction of an improved leadership structure. All events are conducted in line with relevant Anthony Nolan policy and procedures ensuring

		appropriate application of al DPIA and Clinical Governance guidance.
8	Appendices/Further Reading	
8.1	Appendix A - SFRS/Anthony Nolan Partnership – Annual Report	
Prepared by:		Andy Watt, SFRS/Anthony Nolan Partnership Chair
Sponsored by:		Andy Watt, SFRS/Anthony Nolan Partnership Chair
Presented by:		Andy Watt, SFRS/Anthony Nolan Partnership Chair
Links to Strategy and Corporate Values		
Our Purpose - To work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland.		
Strategic Plan - Outcome Seven Community safety and wellbeing improves as we work effectively with our partners		
Governance Route for Report		Meeting Date
SFRS Board		30 October 2025
		Report Classification/ Comments
		For Information Only

THE SCOTTISH FIRE AND RESCUE SERVICE / ANTHONY NOLAN PARTNERSHIP

Annual Report

1st August 2024 – 31st July 2025



As another academic year draws to a close, it's the perfect moment to reflect on and celebrate the incredible partnership between the Scottish Fire and Rescue Service and Anthony Nolan. One achievement in particular stands out this year: an outstanding rise in stem cell donor recruitment. Over the past year, 1713 people joined the stem cell register — a significant increase from the 1,012 recruited the year before. This surge is a testament to the passion, persistence, and dedication of SFRS volunteers, staff, and supporters who continue to raise awareness and inspire communities across Scotland. When this partnership began in 2009, the target was to recruit 1,200 people over three years. That goal was quickly surpassed, and the ambition has only grown stronger. Thanks to your incredible efforts, more than 22,000 people have now joined the register — and 124 have gone on to donate their stem cells, offering a lifeline to patients in urgent need. This year alone, 12 young people recruited through SFRS have already donated their stem cells to strangers. These life-changing acts highlight the real and lasting impact of your work. But the success goes far beyond numbers - you've hosted 35 recruitment events, reached new audiences, and helped shape the conversation around blood cancer and donation across Scotland.

What began as a small, determined group of 11 has grown into a powerful, enduring movement - one built on compassion, teamwork, and the shared commitment to saving lives.

To everyone who has played a part, thank you. The statistics are impressive, but it's the people behind them who make this partnership truly extraordinary.

Here's to everything we've achieved - and all that's still to come.



Charlotte Cunliffe
Director of Register Development



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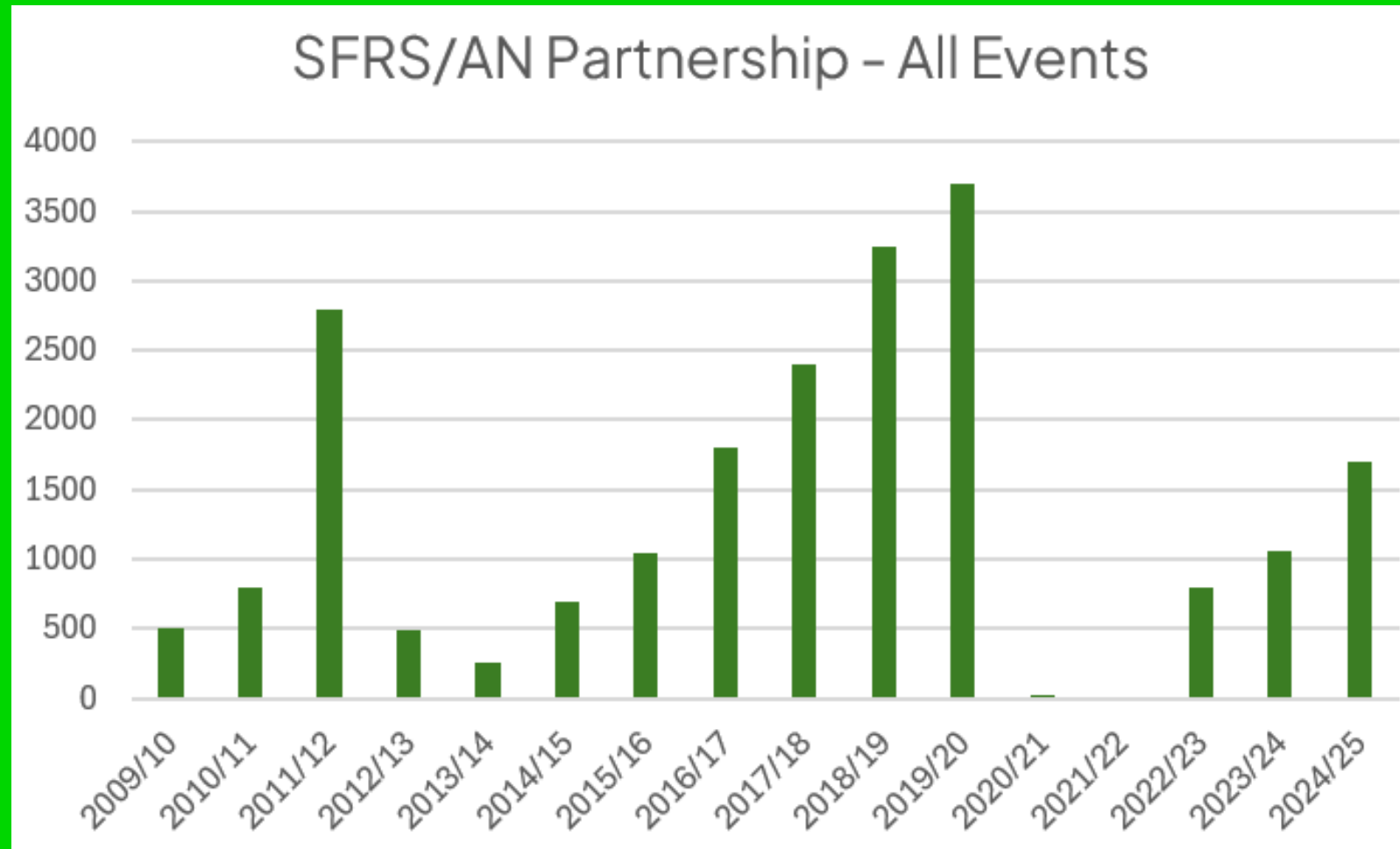
Year on Year Comparison

- 2024/25 saw an increase of **over 600** donors added to the register compared to the previous year.
- We saw an increase in recruitment of both **young donors (16-23)** and **male donors**, both of which are priority groups for development of the register and to improve chances for patients
- SFRS Tactical Leads and volunteers ran **15 more events** than the previous year



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16 Year Comparison



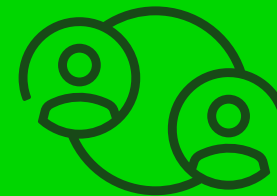
Summary



1713 new potential donors added to the register (701 more than 23/24)



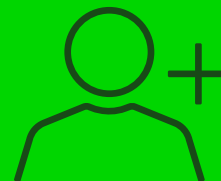
35 recruitment events run across Scotland



12 donations giving patients their lifesaving chance



96% 16-23 year olds (compared with 65% Anthony Nolan average)



45% of those recruited were male (compared with 35% Anthony Nolan average)



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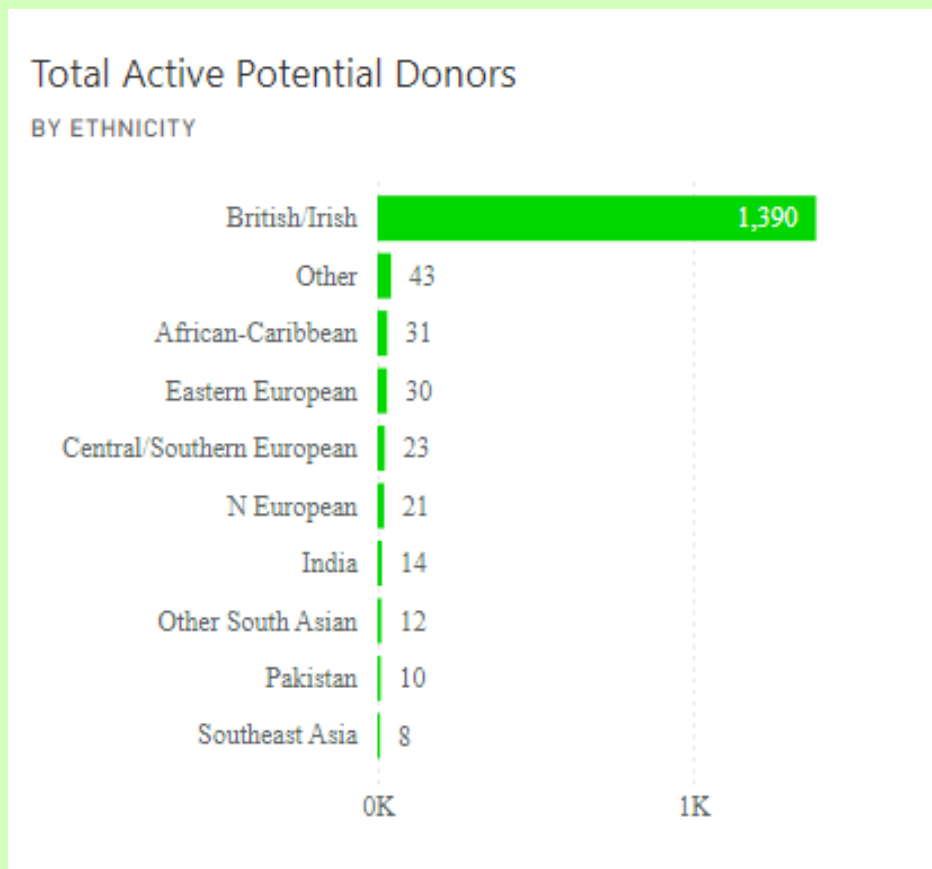
Total recruitment by sex assigned at birth



96% of people recruited were female
45% of people recruited were male



Total recruitment by ethnicity*



87% of people recruited were from British, Irish, Northern European backgrounds

13% of people recruited were from Minority Ethnic backgrounds

*applications that left ethnicity blank are excluded



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Total recruitment by age

Total Active Potential Donors

BY AGE GROUP

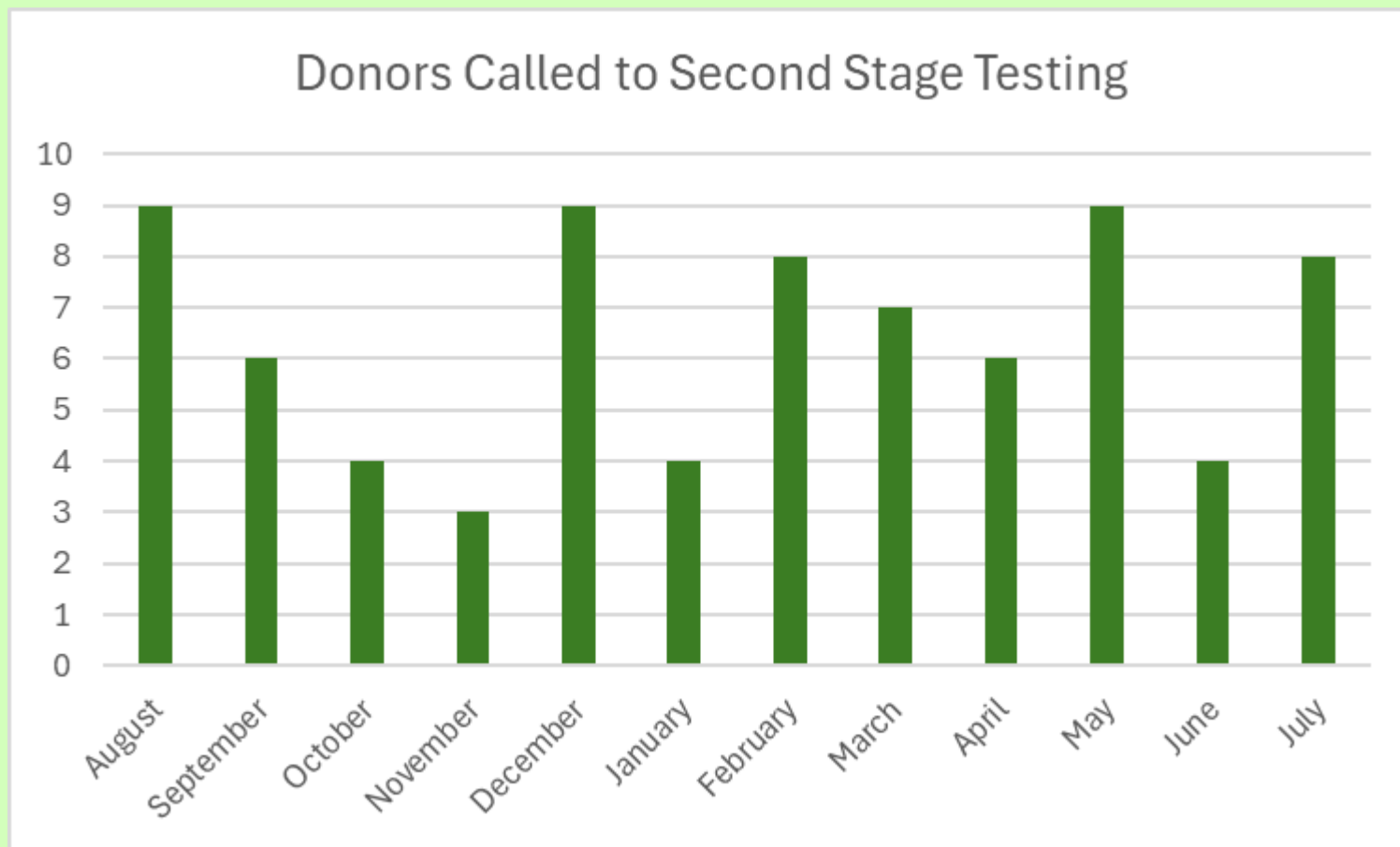


96% of people recruited were between 16-23
4% of people recruited were between 24-30



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SFRS Donors called to second stage testing



77 people called to second stage testing (VT)

Verification typing, or second stage testing, is the stage at which several potential matches are called for further medical tests to assess which of them is the best possible match. From there, the best possible match for a patient will be asked to donate.



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School presentations and donor recruitment events



35 School presentations, educating over 6,000 students about the stem cell register

SFRS Donations

Sex Assigned at Birth	Age	Ethnicity	Recruited At	Recruited Date
Male	21-25	British/Irish	Deans Community High	26.2.2020
Male	21-25	British/Irish	St Columba's	6.12.2018
Male	21-25	British/Irish	Holyrood Secondary	20.11.2017
Male	21-25	British/Irish	Perth High School	13.12.2018
Male	21-25	British/Irish	Perth High School	9.12.2019
Male	16-20	British/Irish	Millburn Academy	7.9.2023
Female	21-25	British/Irish	Lomond School	4.11.2016
Male	21-25	British/Irish	Gordonstoun School	25.10.2022
Male	26-30	British/Irish	Our Lady & St Patrick's High School	11.3.2016
Female	21-25	British/Irish	Broughton High School	4.12.2019
Male	21-25	British/Irish	Bannockburn High School	9.2.2018
Male	16-20	British/Irish	Nicolson Institute	3.11.2023



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SFRS Donor Story

"I joined the register after a presentation from the Scottish Fire and Rescue Service at school, just before the pandemic hit. It was such a worthwhile cause, with no drawbacks—just a simple way to give back. Helping someone is such an important part of life, and this felt like the perfect opportunity to do that.

When I got the call to say I was a match, I was excited, but I had been through the process before and knew what to expect. I'm from the Highlands of Scotland, so I had to find someone nearby to help with the initial blood samples, but it was a wonderful email to receive—the chance to help someone is an incredible feeling!

"The donation process itself was surprisingly easy. I thought the GCSF injections would be worse, but they weren't. The donation day was actually quite relaxing, just lying in bed and catching up on TV shows! To anyone thinking about joining the register, my advice is simple—DO IT. It's the easiest way to change someone's life."



Left to right: GC David Hendry (Moray Area), WC Ewen McIntosh (AN lead volunteer for Moray), Guy and Andy Buchan



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Hannah's story & supporting Glasgow Marrow

"In March, the SFRS played a vital role in the success of Glasgow Marrow's Swabathon event. Held across multiple locations on campus, the two-day event saw over 150 potential stem cell donors signed up - a fantastic achievement! The SFRS generously provided staff on both days, who enthusiastically supported the donor recruitment stands. Their presence, complete with a fire engine, drew plenty of attention and helped create a buzz around campus. The team didn't hesitate to get stuck in, chatting with students and encouraging them to join the donor register. Glasgow Marrow and the University Team are incredibly grateful for their time, energy, and support. Thank you, SFRS, for helping to save lives!"

"I signed up at school in March 2020 because of my friend Cameron and about a year later Anthony Nolan contacted me to let me know I was a potential match. It was a really easy decision for me to make about donating my stem cells to potentially help someone's life. It was such a seamless process and my hospital day couldn't have gone better. I joined Bristol Marrow as a committee member shortly after I donated and have been part of it ever since. It's been such a huge part of my uni experience and it's an amazing thing to be involved with." - Hannah Lawrie, recruited by SFRS volunteers at Larbert High school & went on to join Bristol Marrow and continue saving lives!



Third sector awards & Cameron's ANSA



"I was over the moon when I found out I had won the award! I was not expecting it at all."

Cameron, our Donor Champion of the Year at the Anthony Nolan Supporter Awards (ANSAs), not only donated his stem cells after signing up via the SFRS but has shared his experience with others to encourage people to sign up themselves, both in his old school, Oban High School, and in his workplace. Cameron also attended Communities vs Blood Cancer, and spoke to members of Scottish Parliament about the need for more stem cell donors – all alongside his role as a firefighter himself!

Left to Right: Henny Braund, Cameron Carmichael & Joe Crowley



SFRS were shortlisted for two Third Sector awards last summer: Frontline Team of the Year, and Corporate Partnership of the Year.

Whilst the team didn't win the awards, they had a wonderful afternoon hearing about so many incredible causes, and reflected on and celebrated the amazing partnership we have.

Left to Right: Dougie Campbell, Holly Gooch and David Lockhart

Fundraising

Over £1,200 has been raised this academic year thanks to the partnerships SFRS have with schools

On the 11th June, St Mungos High School climbed Ben Nevis to raise lifesaving funds for Anthony Nolan. They have continued to raise funds holding fundraising activities including 'name the bear'. £1,274 has been raised so far!

Fundraiser for Anthony Nolan



50% **£1,274**
raised of £2,500 target by
77 supporters

Give Now

Share



Anthony Nolan

RCN in England and Wales 803716, Scotland
SC038827

The funds raised this year are enough to add 31 potential donors onto the stem cell register who could go on to make a lifesaving difference



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Press and PR

Number of articles: 9

Total reach:40.8k (offline views)

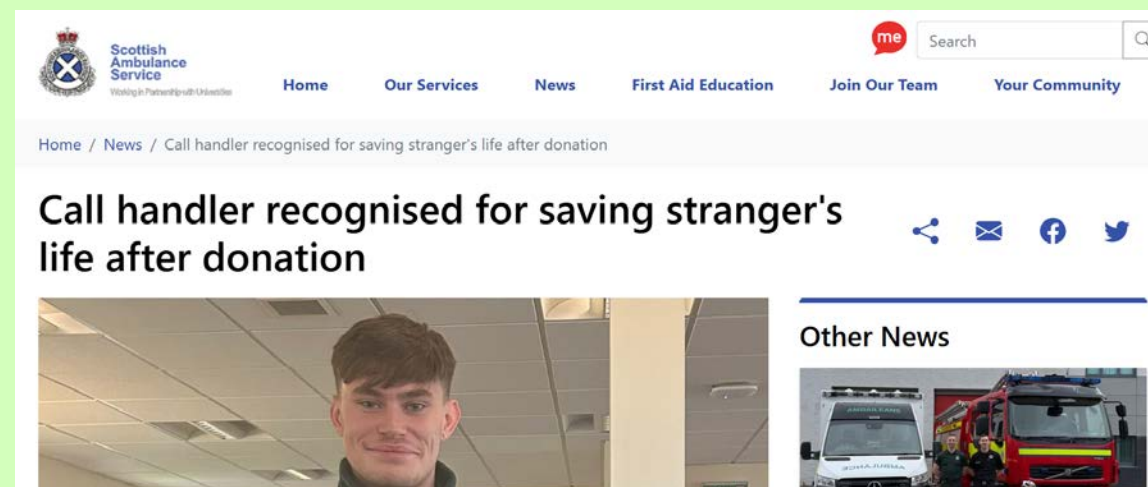
Mobile Unique views per month (UVPM): 197.9k
(online coverage)

Desktop UVPM: 30k (online coverage)

Of the press coverage secured, three quarters (75%) was in newspapers, and both online consumer and magazine consumer made up 12.5% of the remaining coverage respectively.

Throughout the 24/25 academic year the SFRS/ Anthony Nolan partnership was featured in a range of local newspapers, including The Oban Times, East Fife Mail, The Inverness Courier (twice), as well as national Magazine Ambulance Life and a story was also featured on the Scottish Ambulance service website.

PERTHSHIRE ADVERTISER



Social Media

Key posts throughout the year:



Third Sector Awards
10k impressions
210 engagements



Maaria – donor story, Ramadan feature
20.8k impressions
1460 engagements

Impressions – people who saw the post

Engagements – people who shared, liked, commented on, or saved the post



Thank You, SFRS!



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