



**PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD**

**THURSDAY 30 OCTOBER 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)  
Tim Wright (TW)

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

**IN ATTENDANCE:**

Stuart Stevens (SS)	Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
Andy Watt (AW)	Deputy Chief Officer
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Deborah Stanfield (DS)	Interim Director of Finance and Contractual Services
Tommy Yule (TY)	Audit Scotland (Item 22 only)
Alan Duncan (AD)	Accounting Manager (Item 22 only)
Christopher Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support/Minutes

**OBSERVERS:**

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

**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 David Farries (DF), Assistant Chief Officer, Director of Operational Delivery  
Fiona Ross (FR), Director of People  
Jon Henderson (JH), Assistant Chief Officer, Director of Prevention

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

3.1 The Board agreed that the *Draft Private Minutes, Private Action Log, item 22 - Draft Annual Report and Accounts 2024/25* and *item 23 - Update On Settlement For The Truck Cartel Claims* would be taken in private due to the confidential nature of the issue (Standing Order 9G) (item 22) and being the subject of legal proceedings (Standing Order 9D) (item 23).

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:**

#### **Thursday 28 August 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 28 August 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.

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 28 August 2025 and highlighted the following:

- Number of local authority meetings with Chief Executive's, noting the many challenges shared, the amount of local collaborative work and innovative ways of working being delivered.
- Meeting with Minister for Victims and Community Safety and Sponsor Unit, highlighting the budgetary needs and ambitions for the Service going forward, along with the demands being faced.
- Long Service Good Conduct (LSGC) at Dunfermline which included a large number of recipients of Chief Officer's commendations for heroic action that had been taken.

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 28 August 2025 and highlighted the following:

- A parliamentary debate had taken place in relation to Scotland's fire service which suggested the Service was in crisis. SS assured the Board (and staff and

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communities of Scotland) that this was not the case and although the Service faced some real challenges these had been discussed openly with Scottish Government in terms of budgetary constraints.

- SS also provided assurance that the Service continued to respond to every emergency call that was received with the appropriate levels of response.
- Progress made against key priorities was testament to the professionalism and commitment from uniformed and non-uniformed staff that help to keep communities safe. SS recognised the work undertaken in challenging environments and emphasised the value they made in terms of making a difference to communities and partners and the positive feedback received from local authorities and partners.
- SS, SO'D and AW to attend the forthcoming Criminal Justice Committee session.
- Number of discussions in different forums taken place around budget submission and case for investment. Approach this year has helped make submission where investment is needed and prioritised.
- Support Staff pay award finalised and agreed and would be implemented immediately.
- Positive meetings with local authority Chief Executive's and interesting to hear about shared challenges and the approach taking place across the public sector to work together to tackle the challenges faced. Positive feedback around local service delivery.
- Met with London Fire Brigade and Northern Ireland Fire and Rescue Service to explore ways of working and supporting each other, sharing experiences and developing colleagues.
- LSGC demonstrated the value of service providers and individuals within the organisation who respond both on and off duty to really challenging situations.
- Attended Brave@heart Awards ceremony where Firefighters Nathan Foster and Douglas Clark received awards for bravery.
- Outcome of the Digital Assurance Office (DAO) gateway incredibly positive with a green rating for the New Mobilising System (NMS) go live. Phase one to go live in Edinburgh on 11 November and SPCC would receive a detailed update at their meeting on 6 November. Thanks recorded to JH and Clare Adams, NMS Programme Manager for their efforts in this area of work.

### 9.2 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 had not held a public meeting since the last Board meeting. A potential workshop to discuss the People and Finance project did not go ahead however would be discussed at the next week on 6 November 2025.

### 10.1.2 The Board noted the verbal update.

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

#### 10.2.1 Draft Minutes of Meeting: 23 October 2025

BB reported that the Committee held a public meeting on 23 October 2025 and highlighted the following:

- Focus on Internal Audit (IA) activity. Positive working relationship developing between BDO and the Service to try and deliver continuous improvement.
- Scrutinised scope of upcoming IA reviews (PPE, Estates Management Prioritisation and Freedom of Information).
- Keen to ensure auditors look at these through the lens of the organisation and its operational effectiveness, articulate operational implications for some areas that may appear straight forward and ensure added value.
- Corporate Governance final report praised the organisation for the quality of all corporate governance across all aspects of the report. The report recognised the

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- work of the Board Support Team and how small and vulnerable it was.
- Regular report on risk management. Discussed the process and overall arrangements for risk management.
- A verbal update on the IA Risk Management final report was received. The Committee were confident the audit would be constructive in allowing the arrangements for risk management to further develop and strengthen.
- Considered the Draft Annual Report and Accounts in private session and recommended for approval to the Board.

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

*(CMcG joined the meeting at 1018 hrs.)*

**10.3 People Committee (PC)**

**Workshop: 21 October 2025**

MW reported that the Committee held a private workshop on 21 October 2025 which focused on the performance management framework (PMF) and the ambitions for its continued development. Other areas discussed included the integration of PDR Pro and LCMS, Training Vision, culture action plan governance pathway and People Strategy.

**10.3.2 Draft Minutes of Meeting: 11 September 2025**

AS chaired the public Committee meeting on 11 September 2025 and highlighted the following:

- Verbal update on the Culture action plan was scrutinised, and a written report would be submitted to the next meeting.
- Significant level of interest in recent Wholetime recruitment campaign. This provided an opportunity to address long issues of diversity and implementation of iterative learning for future recruitment campaigns.
- Migration courses to promote interest in On Call recruitment and alternative entry route to become a wholetime firefighter.
- Update on Training instructors' shortages and mitigation actions being taken.
- Deep dive into ISO90001 quality management accreditation.
- Review Training Service Asset Management Plan and challenges relating to the aging training fleet.
- Update on safety and progress on contaminants and first sight of draft Safety and Assurance Annual Report.
- Identification of new risks relating to funding of strategic workforce development and the ability to attract and retain skill sets within the current pay and reward framework for certain roles.

**10.3.3 The Board queried the gender breakdown in the Station Commander recruitment process, specifically how many female candidates progressed through each stage. SO'D agreed to provide this data.**

**ACTION: SO'D**

**10.3.4 It was noted that the People Committee had requested further statistical information be brought forward on the journey of women through the fire service, with a request to receive this as soon as possible. During the recent workshop, discussions took place on the need to project forward on what was achievable in terms of diversity at entry level.**

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

**10.4 Service Delivery Committee (SDC)**

**Draft Minutes of Meeting: 21 August 2025**

TW presented the draft minutes from the public meeting held on 21 August 2025, noting that a verbal update was provided at the last meeting. TW reiterated that the SDC had met in HQ, Cambuslang with an interesting update provided by Local Senior Officer for Glasgow, Area Commander Andrew Mckenna.

10.4.2 TW reported a slight anomaly in the performance reporting as it transferred from the previous reporting format to a new format, however anticipated this would be resolved for the next meeting.

10.4.3 **The Board noted the draft 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 Board meeting, noting the slight delay in meeting schedule. Scottish Ambulance Service had taken over the chairing and administration role for this group and had advised that work was ongoing to arrange the next meeting.

10.5.2 MMcA advised that the RCG Officers Group had a potential meeting with the Cabinet Secretary scheduled for 26 February 2026 and this was waiting to be confirmed.

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

**11 BOARD FORWARD PLAN SCHEDULE 2026/27**

11.1 MMcA presented the Board forward plan meeting schedule for 2026/27 which was produced to align with the organisation's planning and reporting cycle however recognised the challenges this created but that work would continue to try and improve this going forward.

11.2 MMcA advised of the 6 week cycle to capture and assure the data required for reporting which on occasion could lead to a delay in the reporting cycle. It was noted that a new system (Fire and Rescue Data Platform (FaRDaP)) would go live over the next few months to replace the current Incident Reporting System and it was anticipated that this would assist with data gathering.

11.3 To keep with the Digital First approach, once the schedule was approved virtual/in person Board and Committee meetings would be determined as appropriate and publicised in advance on the SFRS website.

11.4 The Chair advised that once the schedule had been issued consideration would be given to holding some Board meetings in different locations across Scotland.

11.5 The Board queried what the planning cycle looked like and how the different elements tied together and subsequently related to this meeting schedule. MMcA advised that the 10 year, 3 year and annual cycles had been considered and would be discussed at the next SPCC and with the wider Board as to how this could be taken forward for future years.

11.6 The Chair proposed that a larger calendar detailing where we are in terms of local plans, corporate plans etc over the next 5 years or so would be helpful for the Board and SLT to discuss how everything fits together and help to inform future meeting cycles.

11.7 AW recognised some flexibility in the meeting schedule would be useful however was mindful that the remit of the SPCC included the change element as well as the strategic planning element and cognisance would be needed of any potential significant change activity within the organisation.

11.8 In order to develop the schedule and approach needed the Chair proposed that meeting dates and planning/reporting cycles be considered earlier next year.

11.9 **The Board approved the proposed schedule of meetings for 2026-27 along with the arrangements for reviewing these.**

**12 ANNUAL PROCUREMENT REPORT 2024/25**

12.1 DS presented the Annual Procurement Report for the period 1 April 2024 – 31 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. The following key points were highlighted:

- 44 regulated procurements rewarded during the year with a total estimated value of just over £136million.
- Spend through existing contracts amounted to c.£94.62million representing almost 97% of total in scope spend.
- Non contract spend was £3.2million continuing a trend of reduction of the last seven years.
- The procurement team continues to promote sustainability and community work practises, and all relevant contracts demonstrated community benefits including local employment, training, apprenticeships, quality and contributions to local projects and would look to improve on this going forward.
- Contract management and cyber security are critical areas of ongoing improvement.

12.2 DS advised that over the past six years Scotland's spend as a percentage of third party spend has ranged from just under 41% to just over 47% with the current figure at 41.12%. Small and medium-sized enterprises (SME) spend has ranged from approximately 30% to 36%, with the current year at 31%. There are no statutory targets for Scottish SME as procurement legislation prohibits awarding contracts based solely on location. We do leverage the Community benefits requirement to support local economic and social values.

12.3 With regards resourcing of the procurement team, it was noted that although the structure supported 10 posts, 5 were currently vacant. Recruitment was underway, however, proving challenging to appoint the specialist skills required in this area. In the interim, an external supplier was being used to supplement the team and a funding letter for additional resources had been submitted. However, due to the competitive nature of procurement professionals in Scotland, the Service were exploring an alternative model.

12.4 DS confirmed that understanding supply chain carbon reductions was a strategic priority and the Carbon Management Plan 2025-30 would set out the organisation's approach to measuring emissions, including supply chain impacts. Work would be undertaken to provide a comprehensive breakdown of supply chain emissions and brought forward for the Board's awareness in due course.

12.5 With regards benchmarking/external recognition, DS noted the procurement team was routinely assessed through the procurement and commercial improvement programme and a self-assessment was currently planned. The strong track record, external recognition of the organisation, alignment with Scottish Government best practice and the regulatory reviews undertaken was further noted.

12.6 DS advised that a Service Level Agreement was in place to support partnership and collaboration opportunities with the outsourcing of projects to supplement the team being part of that, actively engaged with the National Fire Chief's Council (NFCC) and other blue light partners to identify opportunities for joint procurements and seek to maximise use of existing contracts and frameworks.

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12.7 The Board noted interest in future reports detailing the level of collaborative contracts achieved through collaboration work, queried if there were opportunities within the team or partners to address the resourcing concerns and the challenges in addressing actions within the Internal Audit recommendations. DS confirmed the opportunities for development within the existing team and the different models being explored. SS agreed that procurement through collaboration with partners was an area that could be shared, and the ongoing use of collaborative frameworks and contracts demonstrated this and was continually reviewed.

12.8 The Board noted the challenges with procurement in terms of individuals with the required skills, the limited pool available, salary levels etc and that discussions with Scottish Government around this would continue.

12.9 MMCA advised that the RCG prioritisation exercise raised issues around procurement and recognised the mutual interest across the 3 organisations and would be discussed at the next meeting.

12.10 In terms of non-contract spend, DS was unaware of instances of large spend off contract, however highlighted the focused effort to drive it down and the targeted improvement in that area.

12.11 The Board referred to the 2 main elements of procurement being the compliance element and the strategic element and considered it would be helpful if future reports highlighted more detail around the strategic element such as areas the procurement exercise aspired to achieve, how it linked back to the SFRS Strategy, any targets that were set and what information was recorded.

12.12 Discussions took place on improving and monitoring SME spend, evidencing Service spend (GVA), potential setting of strategic ambition and demonstrating against strategic objectives, how strategic objectives may influence recruitment policies.

12.13 The Board commented that the community benefits section feels thin and suggested more ambition and clearer data on local impact, including how benefits are distributed across regions and alignment with local authority priorities within future reports.

12.14 The Board commented on the short timescale for payment of invoices and it was noted that this was an aspirational timescale set by Scottish Government.

12.15 It was noted that within Appendix B, the People table had been duplicated.

12.16 It was agreed that detailed scrutiny of the procurement report should be undertaken by the Audit and Risk Assurance Committee in future, with a summary being brought to the Board.

12.17 **The Board approved the Annual Procurement Report, with several recommendations for changes to future reports.**

**13 RESOURCE BUDGET MONITORING SEPTEMBER 2025**

13.1 DS presented a report advising the Board of the resource budget position for the period ending 30 September 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 £2.493 million and a forecast year-end underspend of £2.556 million. The following key points were highlighted:

- NJC pay settlement has resulted in a £0.400 million increased budget pressure however the Service is seeking a budget uplift from Scottish Government.
- Overtime costs, particularly within specialist skills, were identified as a primary factor.
- Reduction in Operations Control overtime due to vacancies and delayed recruitment.

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- On-call staffing showed a year-to-date overspend of just over £1.3 million, mainly due to exceptional wildfire activity.
- Support staff costs were challenging due to difficulties in achieving the vacancy factor, with some areas experiencing high vacancy rates (eg procurement and digital teams).
- Property costs were also overspent by £500,000, with 70% of the budget already committed.
- Contingency fund (£0.732 million) was under review for deployment to mitigate emerging risks.
- Communications were issued to staff to restrict all non-essential spend, and budget holders were reminded of their responsibilities.

13.2 The Board sought clarification on the overspend in support staff, questioning the relationship between vacancy rates and overspend. DS explained that while some areas had high vacancies, others did not, and the labour market was tightening, making it harder to achieve the planned vacancy factor. The Board requested more detailed information on the distribution of vacancies and their impact, referencing a previous detailed list of cost-saving actions from two years prior. A similar breakdown to understand current efforts to balance the budget was also requested.

**ACTION: DS**

13.3 The Board commented on the governance route and suggested that the Strategic Leadership Team (SLT) should be actioning this report rather than just noting/scrutinising. SS noted the comments and offered his assurance that the SLT Action/Decision Log would fully capture the actions being taken.

13.4 The Board requested clarification on the "overtime group shortages". AW explained that this related to the 5 watch duty system.

13.5 In regard to the cost incurred due to the recent visit of the American President and Vice President, SS confirmed that the Service were in discussions with Scottish Government and were seeking reimbursement. Discussions would also highlight the escalation in cost pressures due to wildfires.

13.6 The Board noted the level of long-term sickness and vacancies in Control and queried the adequacy of current actions. AW confirmed ongoing risk register monitoring and OC enhancement plans, with further meetings scheduled to address long-term solutions and the potential impact of NMS.

13.7 The Board commented on the current and future run rates and sought clarification on the measures being taken. SO'D agreed to discuss and provide further detail off table.

**ACTION: SO'D**

13.8 In regard to the People, Payroll, Finance and Training (PPFT) project, DS confirmed that the £0.400 million underspend had been allocated to the contingency fund.

13.9 The Board requested a breakdown of property repairs, which were flagged as the highest financial risk, and for more detail on income sources, particularly chargeable events. DS to provide further detail.

**ACTION: DS**

13.10 Brief discussion took place on the Income and the breakdown of same. Due to commercial sensitivities, it was agreed that this would be discussed further in the private session.

13.11 The Board commented on the budgeting for future wildfires, particularly due to the increasing frequency and cost involved, and the need to plan for worst-case scenarios.

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DS advised the Board that the level of activity seen within this year has been an anomaly with similar activity levels last seen in 2013. DS advised that discussions were ongoing with Scottish Government and confirmed that wildfire costs and future risk modelling were being incorporated into budget submissions and planning processes.

13.12 AW reminded the Board that there was a financial impact following the introduction of the Decontamination procedures and that analysis was being undertaken to fully understand the financial costs. SS offered his assurance that the Service were taking full cognisance of increasing wildfire activity levels and were building this into budget submission/planning processes.

13.13 The Board acknowledged that the Service were facing an uncommon situation in which they may not be able to balance the budget. SS reiterated that discussions would continue with Scottish Government to seek support and the Service would endeavour to reduce the level of overspend by other control measures.

13.14 The Board commented on the financial pressures facing the Service and that staffing costs, through overtime and on-call activity levels, were not predictable. It was noted that this was not common across the public sector and awareness needed to be raised within Scottish Government on this situation. SS advised that this formed part of his discussion with Scottish Government and noted that the complexity with the pension remedy added to the level of uncertainty.

13.15 The Board recognised that, despite the projected overspend, the organisation continued to exercise tight financial control, with the overspend representing less than 1% of the total budget.

13.16 The Board agreed to revisit the budget position at the next meeting, with further analysis and actions as required.

13.17 **The Board scrutinised the resource budget position for the period ending 30 September 2025.**

*(Meeting broke at 1141 hrs and reconvened at 1150 hrs)*

## 14 CAPITAL BUDGET MONITORING REPORT

14.1 DS presented a report advising the Board of the actual and committed expenditure against the 2025/26 capital budget position for the period ending 30 September 2025. It was currently anticipated that expenditure of £46.800 million can be achieved. Correction actions would have to be undertaken to spend out the entire budget by 31 March 2026. The following key points were highlighted:

- Significant risks highlighted across major projects, especially Dalkeith, which had been paused for a cost engineering review to ensure best value and send a clear signal to contractors about expectations for rebuilds. There was a risk that some spend may slip into the next year, with further information expected soon.
- Alternative project options were being developed and would be presented to the SLT to inform decisions on parity of investment. Efforts were underway to accelerate improvements to training facilities and decontamination, and to bring forward plans and investment in fleet and equipment from next year into the current year.
- Land sales at Portree, Stewarton, and Huntly are also representing a risk, with close collaboration ongoing with Service Delivery and the Capital Monitoring Group to progress decisions on these sites.
- Seeking approval of proposed virement of £1.600 million from fleet into equipment.
- Seeking approval (in principle), given the current uncertainty and potential slippage, for further virements to secure alternative capital spend within the current financial year, up to £4.00 million.

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14.2 The Board sought assurance that the proposed virements would not affect the organisation's strategic direction. DS confirmed that the changes would involve bringing forward expenditure from future years' approved programme and not introducing new projects.

14.3 The Board were reminded of the purpose of the Detection, Identification and Monitoring (DIM) vehicles that are used at HazMat or CBRN incidents. Consideration to be given to schedule a future strategy day to demonstrate the equipment and provide a greater understanding.

14.4 The Board noted and welcomed the pausing of works at Dalkeith as this demonstrated a level of maturity and competence within the Service.

14.5 The Board queried the ability to spend the reallocated budget within the current year, and DS confirmed confidence in the pipeline of ready-to-go projects.

14.6 The Board requested an update on the Portree and the Community Resilience Hub project. DS agreed to provide a fuller update on Portree, including backup plans should land acquisition issues persist.

**ACTION: DS**

14.7 The Board queried the statement on the absence of a budget for disposal of non-operational vehicles and properties. DS clarified this was a matter of terminology and confirmed there were no plans for additional receipts in this area.

14.8 **The Board approved the proposed virements and the further slippage environment, noting the strategic alignment and readiness to reallocate funds as needed.**

14.9 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 30 September 2025.**

**15 RESOURCE BUDGET OUTTURN REPORT 2024/25**

15.1 DS presented a report to the Board advising the final Resource Budget position for the financial year 2024/2025, highlighting the following key points:

- Final underspend of £0.259million against revised resource budget of c.£315million.
- Employee costs overspent by £0.200million, driven by pressures and time on support staff, partially offset by an underspend of £0.355million on Control staff.
- Other employee costs were underspent by c.£1.6million.
- Property costs overspent by £3million, reflecting increased repairs, maintenance, utilities and storm damage during the year.
- Savings against budgetary targets increased to just over £11million.

15.2 The Board queried if the outturn report could be submitted to the Board earlier in the year, noting the comparison in practice to other organisations seemed quite late in the annual cycle. SO'D advised that the reason for bringing at this point in the year was to link it to the annual report and accounts and provide some correlation of the figures and also to capture any audit changes etc. However, a draft version could be provided earlier in the year with a caveat that it may be subject to change and this would be considered going forward.

15.3 SS noted his gratitude to all involved, particularly the finance team in bringing the budget in under spend.

15.4 **The Board scrutinised the report.**

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**16 CAPITAL BUDGET OUTTURN REPORT 2024/25**

16.1 DS presented a report advising the Board of the final Capital Budget position for the financial year 2024/25, highlighting the following key points:

- Final spend was £43.545million, £0.030million below the revised budget.
- Significant record of delivery within the capital programme.
- Summary of capital spend and where investments had been directed across the organisation throughout the year.

16.3 The Board queried the £5million virement in relation to digital and technology. SO'D confirmed this was due to the procurement and implementation of the new mobilising system during the reporting period.

16.4 The Board recognised the significant accomplishment in the allocated budget being spent.

16.5 **The Board scrutinised the report.**

**17 RISK THEMES**

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

17.2 The Board flagged the ongoing concern around the budget however as this was already a risk on the risk register no further action was required at this point.

17.3 The Board highlighted the risk score around the Operations Control risk and requested that the risk correctly reflected that some aspects of the On Call improvement work was not being delivered. This would be verified and reported on as appropriate.

**18 FORWARD PLAN**

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

18.2 **Report for Information**  
Anthony Nolan Annual Report

18.2.2 The Board commended the Anthony Nolan report and the ongoing work of those that help to organise and manage the trust and the incredible benefits it makes to people's lives.

**19 DATE OF NEXT MEETING**

19.1 A special public Board meeting is scheduled to take place on Monday 1 December 2025.

19.2 The next public meeting of the Board is scheduled to take place on Thursday 18 December 2025.

19.3 There being no further matters to discuss in public, the meeting closed at 1212 hrs.

*(The meeting broke at 1212 hrs and reconvened in private session at 1300 hrs)*

**PRIVATE SESSION**

**20 MINUTES OF PREVIOUS PRIVATE MEETINGS:**

20.1 **Thursday 28 August 2025**

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

20.2 **Matters Arising**

20.2.1 There were no matters arising.

**21 PRIVATE ACTION LOG**

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

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

**22 DRAFT ANNUAL REPORT AND ACCOUNTS 2024/25**

22.1 DS presented the Draft Annual Report and Accounts for 2024/25 and introduced AD who summarised the organisation's activities and financial performance for the year ended 31 March 2025. The report was required by the governance and accountability framework, Scottish Public Finance Manual, Financial Reporting Manual, and the Fire Scotland Act 2005, and must be laid before Parliament by 31 December 2025.

22.2 **Subject to minor amendments being made, the Board approved the draft Annual Report and Accounts 2024/25, allowing them to proceed to the signing process and subsequent submission to Scottish Parliament.**

**23 UPDATE ON SETTLEMENT FOR THE TRUCK CARTEL CLAIMS**

23.1 DS presented the report to advise the Board of the final settlement of claims pursued under joint Local Government Action in relation to the Truck Cartel and to inform the Board that SFRS would now take steps to update Scottish Government of the outcome.

23.2 **The Board noted the report.**