



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

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 25 NOVEMBER 2025 @ 1000 HRS**

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

**AGENDA**

**1 WELCOME**

**2 APOLOGIES FOR ABSENCE**

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

**4 DECLARATION OF INTERESTS**

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

**5 MINUTES OF PREVIOUS MEETING: THURSDAY 25 AUGUST 2025**

*(attached)*

*T Wright*

*The Committee is asked to approve the minute of this meeting.*

**6 ACTION LOG**

*Board Support*

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

**7 SERVICE DELIVERY**

**7.1** Service Delivery Update *(attached)*

*A Watt*

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

*B Lennox (WIOS)*

*The Committee is asked to scrutinise these reports.*

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

**OFFICIAL**

**8 INSPECTIONS/AUDITS**

- 8.1 Update from HM Fire Service Inspectorate (*attached*)
- 8.2 HMFSI Inspection Action Plan Update (*attached*)

*HMFSI  
R Whetton*

*The Committee is asked to scrutinise these reports.*

**9 HOME FIRE SAFETY VISITS APPLICATION (*attached*)**

*J Henderson/  
D Stanfield/  
G Aitken*

*This report is for information only.*

**10 SERVICE DELIVERY PERFORMANCE REPORTING**

- 10.1 Quarterly Performance Report for Q2 2025/26 (*attached*)

*A Watt*

*The Committee is asked to scrutinise the attached report.*

**11 SERVICE DELIVERY RISK REGISTER**

- 11.1 Risk Update Report (*attached*)

*A Watt*

*The Committee is asked to scrutinise the attached report.*

**12 FORWARD PLANNING**

- 12.1 Committee Forward Plan (*attached*)
- 12.2 Items for Consideration at Future IGF, Board and Strategy/Information and Development Day meetings (*verbal*)

*T Wright*

*T Wright*

**13 REVIEW OF ACTIONS**

*Board Support*

**14 DATE OF NEXT MEETING**

Tuesday 24 February 2026

**Reports for Information Only:**

- Youth Volunteer Scheme Evaluation 2022-2024 (*attached*)

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



**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**

##### **5.1 Public Meeting: 28 May 2025**

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

##### **5.2 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.

##### **5.3 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

## Service Delivery Committee



**SCOTTISH**  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

Report No: C/SDC/27-25

Agenda Item: 7.1

|                        |                                                                                                                                                                                                                                                                                        |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Report to:             |                                                                                                                                                                                                                                                                                        | SERVICE DELIVERY COMMITTEE                                                                                                                                                   |                   |                   |                   |                   |                   |                   |
| Meeting Date:          |                                                                                                                                                                                                                                                                                        | 25 NOVEMBER 2025                                                                                                                                                             |                   |                   |                   |                   |                   |                   |
| Report Title:          |                                                                                                                                                                                                                                                                                        | SERVICE DELIVERY UPDATE REPORT                                                                                                                                               |                   |                   |                   |                   |                   |                   |
| Report Classification: | For Scrutiny                                                                                                                                                                                                                                                                           | <b>SFRS Board/Committee Meetings ONLY</b><br><b>For Reports to be held in Private</b><br><b>Specify rationale below referring to</b><br><b><u>Board Standing Order 9</u></b> |                   |                   |                   |                   |                   |                   |
|                        |                                                                                                                                                                                                                                                                                        | <a href="#">A</a>                                                                                                                                                            | <a href="#">B</a> | <a href="#">C</a> | <a href="#">D</a> | <a href="#">E</a> | <a href="#">F</a> | <a href="#">G</a> |
| <b>1</b>               | <b>Purpose</b>                                                                                                                                                                                                                                                                         |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| 1.1                    | The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on relevant matters from a Scottish Fire and Rescue Service (SFRS) service delivery perspective.                                                                                          |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| <b>2</b>               | <b>Background</b>                                                                                                                                                                                                                                                                      |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| 2.1                    | The overall purpose of SDC is to scrutinise and challenge the safety, quality and performance of service delivery across Scotland, providing assurance to the SFRS Board.                                                                                                              |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| 2.2                    | To support SDC in this role, this Service Delivery Update Report is presented by the Deputy Chief Officer at each meeting of the Committee. This highlights key issues from an SFRS service delivery perspective.                                                                      |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| 2.3                    | For the purposes of the Committee's role, and this update report, service delivery comprises SFRS' Service Delivery, and Training, Safety and Assurance Directorates.                                                                                                                  |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| <b>3</b>               | <b>Main Report/Detail</b>                                                                                                                                                                                                                                                              |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| 3.1                    | Each Service Delivery Update Report provides details to SDC of key issues across SFRS' service delivery. Although these updates are provided at each quarterly meeting of the Committee, some issues are longer-term and will span beyond the immediate timescale being reported upon. |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| 3.2                    | This report covers the period from August 2025 to November 2025 albeit as outlined in 3.1 above, some issues highlighted in Appendix A may precede this time period and/or extend beyond it.                                                                                           |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| <b>4</b>               | <b>Recommendation</b>                                                                                                                                                                                                                                                                  |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| 4.1                    | SDC is invited to scrutinise the detail provided in Appendix A of this report.                                                                                                                                                                                                         |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| <b>5</b>               | <b>Key Strategic Implications</b>                                                                                                                                                                                                                                                      |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| 5.1                    | <b>Risk Appetite and Alignment to Risk Registers</b>                                                                                                                                                                                                                                   |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |
| 5.1.1                  | A specific Service Delivery Risk Register is also provided to each meeting of SDC, which complements this update report.                                                                                                                                                               |                                                                                                                                                                              |                   |                   |                   |                   |                   |                   |

|                |                                                                                                                                                                                                                                                                                                                                                                     |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.2<br>5.2.1   | <b>Financial</b><br>Any financial implications associated with this report will be considered by the Strategic Leadership Team and SFRS Board where this is out with the normal budgetary arrangements for the Service Delivery, and Training, Safety and Assurance Directorates. Where appropriate, this will be done through the Service's Business Case process. |
| 5.3<br>5.3.1   | <b>Environmental &amp; Sustainability</b><br>Although there are no direct environmental or sustainability implications associated with this report, SFRS is committed to protecting the environment from a service delivery perspective.                                                                                                                            |
| 5.4<br>5.4.1   | <b>Workforce</b><br>Any workforce issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.                                                                                                                                                                                                       |
| 5.5<br>5.5.1   | <b>Health &amp; Safety</b><br>Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.                                                                                                                                                                                     |
| 5.6<br>5.6.1   | <b>Health &amp; Wellbeing</b><br>Any health and safety issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.                                                                                                                                                                                  |
| 5.7<br>5.7.1   | <b>Training</b><br>Specific details in relation to operational training are contained within Appendix A.                                                                                                                                                                                                                                                            |
| 5.8<br>5.8.1   | <b>Timing</b><br>This report covers the period from Aug 25 to Nov 25, where appropriate, the period prior to and following this.                                                                                                                                                                                                                                    |
| 5.9<br>5.9.1   | <b>Performance</b><br>A specific Service Delivery Quarterly Performance Report is also provided to each meeting of SDC, which complements this update report.                                                                                                                                                                                                       |
| 5.10<br>5.10.1 | <b>Communications &amp; Engagement</b><br>Where appropriate, issues highlighted within Appendix A are communicated internally and externally.                                                                                                                                                                                                                       |
| 5.11<br>5.11.1 | <b>Legal</b><br>Any legal issues arising from matters outlined within Appendix A are managed in accordance with normal SFRS protocols in this regard.                                                                                                                                                                                                               |
| 5.12<br>5.12.1 | <b>Information Governance</b><br>DPIA completed Yes/No. If not applicable state reasons.<br>A Data Protection Impact Assessment is not required as no personal information has been used in the creation of this report.                                                                                                                                            |
| 5.13<br>5.13.1 | <b>Equalities</b><br>EHRIA completed Yes/No. If not applicable state reasons.<br>A specific Equality Impact Assessment is not required for this report, albeit these will have been undertaken where appropriate for relevant issues highlighted within Appendix A.                                                                                                 |
| 5.14<br>5.14.1 | <b>Service Delivery</b><br>This report provides an update to SDC on service delivery related matters.                                                                                                                                                                                                                                                               |

|                                                                                                                                                               |                                                       |                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>6</b>                                                                                                                                                      | <b>Core Brief</b>                                     |                                                                                                                                                                                                                                                                           |
| 6.1                                                                                                                                                           | Not applicable                                        |                                                                                                                                                                                                                                                                           |
| <b>7</b>                                                                                                                                                      | <b>Assurance (SFRS Board/Committee Meetings ONLY)</b> |                                                                                                                                                                                                                                                                           |
| 7.1                                                                                                                                                           | <b>Director:</b>                                      | Andrew Watt, Deputy Chief Officer                                                                                                                                                                                                                                         |
| 7.2                                                                                                                                                           | <b>Level of Assurance:<br/>(Mark as appropriate)</b>  | Substantial/ <b>Reasonable</b> /Limited/Insufficient                                                                                                                                                                                                                      |
| 7.3                                                                                                                                                           | <b>Rationale:</b>                                     | Due to the breadth and depth of activity being undertake across the Service the Deputy Chief Officer can offer the Committee reasonable level of assurance that SFRS is fulfilling its statutory duties and meeting the commitments as set out within the Strategic Plan. |
| <b>8</b>                                                                                                                                                      | <b>Appendices/Further Reading</b>                     |                                                                                                                                                                                                                                                                           |
| 8.1                                                                                                                                                           | Appendix A – Service Delivery Update.                 |                                                                                                                                                                                                                                                                           |
| <b>Prepared by:</b>                                                                                                                                           |                                                       | Operational Delivery, PPP and Training, Safety and Assurance Directorates                                                                                                                                                                                                 |
| <b>Sponsored by:</b>                                                                                                                                          |                                                       | Andrew Watt: Deputy Chief Officer                                                                                                                                                                                                                                         |
| <b>Presented by:</b>                                                                                                                                          |                                                       | Andrew Watt: Deputy Chief Officer                                                                                                                                                                                                                                         |
| <b>Links to Strategy and Corporate Values</b>                                                                                                                 |                                                       |                                                                                                                                                                                                                                                                           |
| This report supports the SFRS Objectives of <i>Prevention, Response and People</i> , and all four Values of <i>Safety, Teamwork, Respect and Innovation</i> . |                                                       |                                                                                                                                                                                                                                                                           |
| <b>Governance Route for Report</b>                                                                                                                            |                                                       | <b>Meeting Date</b>                                                                                                                                                                                                                                                       |
| <i>Service Delivery Committee</i>                                                                                                                             |                                                       | <i>25 November 2025</i>                                                                                                                                                                                                                                                   |
|                                                                                                                                                               |                                                       | <b>Report Classification/<br/>Comments</b>                                                                                                                                                                                                                                |
|                                                                                                                                                               |                                                       | <i>Scrutiny</i>                                                                                                                                                                                                                                                           |

## SAFETY AND RISK REDUCTION

## OPERATIONAL DELIVERY DIRECTORATE

| OPERATIONS                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Item</u>                                                                                                                      | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>National Fire Resilience Scotland (NFRS) – Supporting the implementation of West Aerial Ladder Platform (ALP) Appliances.</b> | The West Aerial Ladder Platform (ALP) project, managed by NFRS, is focused on improving aerial appliance resilience and operational coverage across the West Service Delivery Area (SDA). The implementation plan has progressed through key stages, including asset allocation, station readiness assessments, and engagement with local crews to ensure operational integration. Training schedules have been developed and delivered to both Kilmarnock and Coatbridge, with competency sign-off completed.                                                                                                                                                                                             |
| <b>Policy and Procedure: Fire Contaminants Standard Operating Procedure (SOP)</b>                                                | The Fire Contaminants Standard Operating Procedure (SOP) remains fully embedded across the Service following publication earlier this year. Assurance and feedback mechanisms through the Fire Contaminants Group are driving continuous improvement and supporting consistent application of contamination control practices.                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Large Animal Rescue (LAR) – Phase 1 Rollout</b>                                                                               | <p>The first phase of the Large Animal Rescue (LAR) programme has now been delivered, with the amendment to the Pre-Determined Attendance (PDA) approved and implemented through the Operations Function governance route. This ensures that all mobilisations involving LAR now follow a consistent national response model. Work continues with Assets and Training Safety and Assurance (TSA) to finalise the training rollout and equipment arrangements in advance of subsequent phases.</p> <p>These developments provide measurable improvements in safety, incident response efficiency, role clarity, and inter-agency Cooperation</p>                                                            |
| <b>On Call Improvement Team (OCIT) – Bank Working</b>                                                                            | OCIT have created a draft scheme Policy detailing how the Bank Working scheme will be applied nationally, following extensive evaluation of the local area pilots. This document is currently subject to scrutiny by the Representative Bodies. Adoption of Bank Working across Scottish Fire and Rescue Service (SFRS) will provide an additional tool to support On Call availability, helping to improve appliance availability.                                                                                                                                                                                                                                                                        |
| <b>Frontline Support</b>                                                                                                         | The Frontline support Team work with all Internal Functions to support and maintain Frontline Operations across SFRS. Frontline Support Colleagues continue on a daily basis to issues Service Delivery Alerts, Awareness Briefings. Urgent Instructions. Playing an integral part in the rollout of smoke hoods across the service. The Frontline Support Team have worked with Colleagues from Assets to implement the removal of all C6 and C6 Foam Concentrate to ensure that the Service meets all its legislative duties and have played an integral part in the implementation of an external contract that will ensure the standardisation of extinguisher provision for all Frontline appliances. |

|                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            | Frontline Support continue to support the provision of enhanced Trauma Care equipment and continue to support the implementation of the SFRS Wildfire Strategy, which has led to the Operational Deployment of ten new ATV's and in the near future 4 4x4 Wildfire Support vehicles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>SERVICE DELIVERY AREAS</b>              | <b>National</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b><u>Item</u></b>                         | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Derelict building Fires</b>             | A steady increase in Derelict Building Fires across Clacks, Fife and Stirling Local Senior Officer (LSO) area continues to cause concern. Strategy being developed for Operational Crews to undertake site specific awareness of known derelict buildings and improved referral pathways into the Local Authorities. Chief Executive and Senior Police Officer in Fife have been contacted to enhance awareness and seek support through effective collaboration and mitigation efforts.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Migrant Housing</b>                     | Entire list of properties currently used for the temporary housing of migrants without indefinite leave to stay have been identified in Glasgow (52 hotel, B&B and Guest Houses) from a range of sources. Glasgow has by far the highest concentration of temporary residents of all Local Authorities (LAs) in Scotland and Prevention, Protection and Preparedness (PPP) work in conjunction with the Prevention Directorate is underway to mitigate risk and inform best practice for a national position on this emerging risk.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Low Speed Manoeuvre (LSM) Accidents</b> | <p>To support a reduction in incidents and maintain operational availability, City of Edinburgh (CoE) is trialling high visibility / reflective vehicle tape mounted vertically on appliance mirrors protective casing, offering high visibility of the extended mirror housing for oncoming traffic. It is hoped this will support a reduction in accidents of the type. CoE are liaising with partners at Lothian Buses to explore further initiatives and their approach to accident reduction and First Bus in regard to their wing mirror incident reduction approach.</p> <p>Falkirk and West Lothian (FWL) management team has introduced quarterly engagement with operational crews through manager briefs and targeted communications aimed at reducing Low Speed Manoeuvre incidents. This proactive approach encourages early awareness and promotes safer driving behaviours across the area.</p> <p>A spike in vehicle-related incidents in East Dunbartonshire, West Dunbartonshire, Argyll and Bute (EWDAB) has led to a structured development programme focusing on driver responsibilities, financial implications, and incident investigation.</p> |
| <b>CPR</b>                                 | A CPR/defibrillator incident on Iona resulted in a life saved, with a multi-agency debrief planned to share best practice and enhance future response effectiveness. Crew members will receive commendations and an awards ceremony next year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Training</b> | Group Commander Matt Mason has led significant work to enhance operational practices across Shetland, with a clear focus on promoting firefighter wellbeing and aligning with the improvements set out by the Health & Safety Executive. As part of this work, interim arrangements have been successfully implemented for On Call crews based at Hillswick, Walls, and Bressay. These arrangements include attendance at alternative SFRS locations to facilitate access to enhanced training environments, dignified welfare facilities and post-incident hygiene provisions. Crews now have access to showering facilities in compliance with the Fire Contaminants Standard Operating Procedure (SOP) which reinforces the Service's commitment to protecting the long-term health of its staff. |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| <b>QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS</b>                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>OPERATIONAL DELIVERY DIRECTORATE</u></b>                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>OPERATIONS</b>                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b><u>Item</u></b>                                                                              | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>National Fire Resilience Scotland (NFRS) - Capability Assurance Programme</b>                | NFRS continues to support Capability Leads in advancing the Capability Assurance Programme, with significant progress across multiple areas. Current priorities include Mass Decontamination (MD), DIM/Hazmat, Water & Flood, and High Volume Pumping (HVP).                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Policy and Procedure: Governance and Continuous Improvement</b>                              | <p>A new governance framework for managing policy and procedural change is being embedded within the team. This process establishes a consistent route for the initiation, consultation, approval, and publication of all new or amended operational documents.</p> <p>The framework enhances visibility and assurance across Operations, Training, Safety and Assurance, People and Organisational Development, ensuring that all policy change is traceable, quality-assured, and aligned to the Service's strategic programmes, including Digital First and the Document Conversion Project (DCP).</p>                                                                 |
| <b>Organised Crime and Counter-terrorism (OCCTU): Implementation of Ten Second Triage (TST)</b> | <p>TST has been approved by the National Ambulance Services Medical Directors Group (NASMED) and the National Health Service Clinical Reference Group (NHSCRG). It has also been endorsed by the National Fire Chiefs Council (NFCC) who have actively observed and assured the recent Marauding Terrorist Attack (MTA) Continuous Professional Development (CPD) sessions.</p> <p>It is currently under various levels testing and implementation by Police Scotland (PS) and Scottish Ambulance Service (SAS). In 2025/2026, OCCTU will be liaising with our clinical governance team to ensure that training is completed, and an implementation date is achieved.</p> |
| <b>On Call Improvement Team – Local Fitness Instructor</b>                                      | The On Call team conducted a full evaluation of the Local Fitness Instructor pilot. This has resulted in funding being secured to train an additional 6 On Call Support Watch Commanders (OCSWC) to the Level 2 Fitness Instructor qualification. This allows for local fitness testing to be undertaken to meet the standards for On Call recruitment, as well as                                                                                                                                                                                                                                                                                                        |



|                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>On Call Improvement Team – Pre Recruitment Engagement Process (PREP)</b></p> <p><b>Frontline Support</b></p> | <p>supporting Health and Wellbeing with planned fitness testing for serving personnel.</p> <p>The On Call Team have fully evaluated the PREP 2 pilot and are now working towards implementation of this across SFRS. To support the adherence to recruitment standards and safety, work is now ongoing to develop an LCMS Module giving manager and candidate guidance, as well as liaison with Asset Management and the Training Function to agree an asset base of PPE to support all of the PREP activities.</p> <p>The Frontline Support Team continue to review all Equipment Information and Vehicle Information Cards to ensure that all information is current and in line with Manufactures, EN and BS standards. Work continues with the polices team to ensure that all information contained is up to date and meets the relevant standards and national guidance</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>SERVICE DELIVERY AREAS</b></p>                                                                               | <p><b>National</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><u><b>Item</b></u></p> <p><b>Station Audits</b></p> <p><b>Training</b></p>                                      | <p><u><b>Commentary</b></u></p> <p>Community Fire Safety (CFS) - All Group Commander led Station Audits have been completed in Q2 with key learning shared amongst LSO Management Team. Standards continue to be actively progressed to ensure full compliance with SFRS Policies and Procedures, and that preparedness is a key priority for firefighter safety. Identification and management of improvement plan continues into Q3 and Q4.</p> <p>Following the success of the Interim Audits held earlier in the spring focussing on Periodic Testing and Inspection, City of Glasgow LSO have been undertaking Annual Wholtime Station Audits on an <b>unannounced</b> basis within all stations. The intent and purpose of this programme has been communicated to all stations with the aim of encouraging a holistic approach to maintenance of high standards and capturing an accurate picture of where best practice exists and area improvements are required.</p> <p>A Station Cluster Training Plan has now been shared in East, North and South Ayrshire (ENSA) with all Wholtime and On-Call personnel. The expectation is for five training exercises to be delivered each quarter. Wholtime Watch Commanders will take the lead in coordinating and delivering these sessions. There is also an expectation of on-duty Flexi Duty Officer's (FDO) to support this.</p> <p>Meetings have now taken place between the ENSA Training Single Point of Contact (SPoC) and the National Training Centre (NTC) Training SPoC. These discussions have helped strengthen working relationships and improve mutual understanding of roles and responsibilities, with the aim of achieving more effective outcomes.</p> <p>To enhance firefighter safety and training quality, Falkirk and West Lothian (FWL) is trialling a revised approach to On-Call development. Firefighters in development are now brought to a centralised training location, enabling focused preparation for their competency assessments. This model also allows competent crews to continue with</p> |

## OFFICIAL

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Promotional Inductions</b> | <p>advanced or specialist training, improving the overall training efficiency and quality within the area.</p> <p>Lanarkshire's Coaching and Mentoring programme has had its 6-month review, and the feedback is being evaluated. Following the review process the longer-term aspiration is to adopt the programme across the West and Islands Operational Delivery Area and an option within the SFRS Leadership Framework.</p> <p>The Group Commanders' Induction was successfully delivered on 15 August 2025, supported by Deputy Assistant Chief Officer (DACO) McMeekin and Area Commander (AC) Murphy. A structured mentoring programme has been established, pairing newly promoted officers with experienced Area Commanders to support leadership development and professional growth.</p> <p>A Station Commanders' (SC) Induction Day was held on 1 October 2025 at Clydesmill Fire Station, attended by all 12 successful candidates from the recent West and Islands promotional process. The session covered the role, expectations, and standards required of a Station Commander. While mentoring is not yet in place at this level, plans are underway to introduce it once a suitable pool of mentors is established.</p> <p>Looking ahead, induction programmes will be embedded as a standard feature of all future promotional campaigns. This will be coordinated by the leadership, development and culture reference holders and aligned with the 2026 workforce planner. This structured approach will strengthen leadership pathways, enhance consistency, and ensure newly promoted officers are fully supported to succeed in their roles.</p> |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## PERFORMANCE AND OUTCOMES

### OPERATIONAL DELIVERY DIRECTORATE

#### **OPERATIONS**

| <u>Item</u>                                                                            | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>National Fire Resilience Scotland (NFRS) – Mass Decontamination Equipment Audit</b> | <p><b>Mass Decontamination Equipment Audit</b></p> <p>With major events and updated Chemical, Biological, Radiological, Nuclear (and Explosive) (CBRN) planning assumptions on the horizon, NFRS undertook a full station-by-station audit, locating surplus equipment, identifying defects, and creating a national schedule for tracking. This collaborative approach involved Assets, Fleet, and operational crews, ensuring immediate improvements and long-term resilience planning.</p> <p>Surplus equipment has been configured into a dedicated Pod for resilience and training, reducing operational pressure. The audit also highlighted future investment opportunities.</p> |

|                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Policy and Procedure: Document Conversion Project (DCP)</b></p>                               | <p>Phase 3 (Transport Incidents) went live in September 2025, marking another significant milestone in the Document Conversion Project (DCP). This phase delivers comprehensive operational guidance for road traffic and transport-related incidents, aligned with updated GRAs and supported by TSA training and assurance materials.</p> <p>Phase 4 (Hazmat) is progressing on an extended timeline to ensure full integration with the Fire Contaminants SOP, asbestos procedures, and CBRN response arrangements, as well as the inclusion of Lithium-ion battery hazards and other new and emerging hazardous materials. The package will consolidate all hazardous materials and decontamination procedures under a modernised framework aligned to NFCC National Operational Guidance (NOG). Target publication remains June 2026.</p> <p>Phase 5 (Specialist Rescue and Humanitarian Services) is being progressed in parallel, incorporating Large Animal Rescue (LAR), water rescue, bariatric, and humanitarian response themes. Draft structures have been agreed, with ongoing engagement through Small to Medium Enterprises (SME), the Heavy Rescue Scottish National User Group (SNUG), and Training colleagues to ensure coherence across rescue disciplines.</p> |
| <p><b>On Call Improvement Team – Retained Duty System (RDS) Terms and Conditions (T&amp;Cs)</b></p> | <p>In order to monitor and measure the impact of the introduction of the RDS Terms and Conditions, Dual Contractor Policy and Wholetime Recruitment Guidance Note, OCIT are monitoring On Call Appliance availability and reporting to the Operational Availability Group (OAG) and On Call Strategic Co-Ordinating Group (OCSCG).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

| HORIZON SCANNING                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OPERATIONAL DELIVERY DIRECTORATE                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| OPERATIONS                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <u>Item</u>                                                                                              | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>National Fire Resilience Scotland – Detection, Identification and Monitoring (DIM) Project</b></p> | <p>National Fire Resilience continue to progress with procurement, alongside the Hazmat/DIM Capability SNUG, Assets and Fleet, the progression of the DIM Project. Capital budget allocation has been confirmed to allow the build and equipment procurement element of this project to progress during the current financial year and NFRS remain a key partner as part of the recently established User Intelligence Group.</p> |
| <p><b>Operations Control (OC) DCP Alignment</b></p>                                                      | <p>Work to align Operations Control (OC) documentation with the DCP framework is ongoing. The initial draft Call Handling and Incident Response Policy and Operational Guidance (POG) remains in draft. Future delivery is being reviewed in line with the Service's Digital First and DCP programme to maintain consistency and integration across platforms.</p>                                                                |

|                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Forward Look – Policy and Procedure/ Governance Alignment</b></p> <p><b>Innovation and Performance Management (IPM)</b></p> | <p>The Policy and Procedure Team will continue to focus on structured, assured, and nationally aligned policy development through to early 2026, maintaining strong linkage to the Service's Digital First and DCP Programme.</p> <p>Innovation and Performance Management (IPM) are looking at ways in which Ultra High Pressure Firefighting Systems (UHPFS) can positively impact our tactics at operational incidents. We are working with UK Fire and Rescue Services and suppliers to better understand how it can be utilised in urban environments, and the suitability of UHPFS for the extinguishment of electrical vehicle fires. In addition to the above we are planning a national trial to include UHPFS in the predetermined attendance (PDA) for a wide range of incidents.</p> <p>The IPM Team is researching Remote Operated Vehicles (ROV); the capabilities of other services and their operational delivery models. This research will inform an SFRS Concept of Operations for a national ariel surveillance capability for SFRS utilising Drones/Unmanned Aircraft System (UAS) to support operational response and improve situational awareness.</p> <p>A Welfare Workshop will be held before the end of the financial year to discuss welfare themes and look to progress workstreams. This leads on from the work carried out by Strategy &amp; Policy and Innovation &amp; Performance Management teams to identify themes from organisational learning such as general welfare strategy and provisions; relief crews and crew rotation; external or 3rd party contracts.</p> |
| <p><b>SERVICE DELIVERY AREAS</b></p>                                                                                              | <p><b>National</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <p><b><u>Item</u></b></p> <p><b>Medium Weight appliances</b></p> <p><b>Succession Planning</b></p>                                | <p><b><u>Commentary</u></b></p> <p>Medium Weight Appliance group to be convened in Q3 to review feedback from operational crews and ensure improvement in procurement and Firefighter (FF) safety considerations moving forward. Collaborative efforts through Research, Development and Innovation (RDI) Team, Safety &amp; Assurance, Fire Bridge Union (FBU) and Assets</p> <p>The current Watch Commander and Crew Commander promotion campaigns will likely result in significant movement of personnel, further highlighting the need for effective succession planning. To mitigate these challenges, stations management are being encouraged to use the Appraisal process to identify and support individuals in developing the necessary skills, qualifications, and experience for specialist roles and future temporary promotional opportunities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

## SERVICE DELIVERY COMMITTEE HIGHLIGHT REPORT – PREVENTION

| SAFETY AND RISK REDUCTION                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREVENTION                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <u>Item</u>                                                                    | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Doors Open Day</b>                                                          | On Saturday, 27 September, McDonald Road Community Fire Station and the Museum of Scottish Fire Heritage in Edinburgh welcomed more than 2,200 members of the public as part of Doors Open Day. The event was supported by the Heritage Team, on duty personnel, Marionville Water Rescue and Tollcross Rope Rescue. Alongside colleagues from Edinburgh CAT. Partners from Police Scotland, St Andrew's First Aid, Neighbourhood Watch, and private collectors with vintage vehicles also contributed to the day. Visitors enjoyed demonstrations from firefighters, exploring appliances, learning more about the heritage of the Service and taking away some vital safety education including bystander CPR. |
| <b>World Drowning Prevention Day</b>                                           | SFRS supported partners as a member of Water Safety Scotland (WSS) to host an event in support of the World Health Organisation's global advocacy World Drowning Prevention Day on Friday 25 July at Lomond Shores The event raised awareness of water safety with members of the public, promoting an increased knowledge of the potential dangers – whilst still encouraging people and their families and friends to take part in water-related activities in a safe and enjoyable manner.                                                                                                                                                                                                                    |
| <b>CPD Event – Community Youth Programme</b>                                   | To facilitate staff development the Prevention Directorate have delivered several CPD events, utilising internal and external expertise to raise awareness of subjects including Alcohol and Drugs in our communities, knife crime, youth gambling and gaming harm, and fire related anti-social behaviour. The sessions are delivered in a Hybrid style providing the option to attend in person or via MS Teams and although targeted at staff working in Prevention, they are made available to all SFRS staff.                                                                                                                                                                                               |
| <b>Museum of Scottish Fire Heritage (MoSFH) Schools Workshop Pilot/ Launch</b> | MoSFH have developed a Schools' formal workshop program - Early Level (Nursery and P1) Bright Sparks: People who help us First/Second Level Museum Investigators Workshops First Level (P2-4) Water, Water Everywhere First/Second Level (P4-7) Object Detectives. These are formal pre-booked workshops with dedicated delivery from the MoSFH Heritage Education and Outreach Officer, and MoSFH Education Volunteers; these include a museum visit, bespoke hands-on activities, are Curriculum for Excellence linked and include the opportunity to visit McDonald Road Station.                                                                                                                             |

| PROTECTION                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Item</u>                                                | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Joint Scottish Fire Investigation Training Facility</b> | <p>A successful Joint Fire Investigation course was delivered at Portlethen Training Centre from 6 to 10 October, with 18 delegates participating from across the partnership. The course was facilitated by Hawkins and Associates and included attendees from Hawkins, the Scottish Police Authority (SPA), and the SFRS.</p> <p>The programme combined classroom-based lectures with practical live fire demonstrations, making full use of the existing Fire Investigation Unit to support the accreditation of delegates skills and knowledge. Expert instruction was provided by:</p> <ul style="list-style-type: none"> <li>• Professor Niamh McDaid, Dundee University, Leverhulme Research Centre for Forensic Science</li> <li>• Dr Nick Carey, Hawkins and Associates</li> <li>• Benny Thomsen, former Fire Investigator with the Danish National Police</li> <li>• SFRS Fire Investigation Search Dog Team WC Craig Cardno</li> </ul> <p>The course strengthened collaborative working and enhanced operational understanding across agencies involved in fire investigation and supported SFRS CPD.</p> |
| <b>High Rise Fire Safety Leaflets</b>                      | <p>Protection is working with colleagues in Corporate Communications and the Scottish Government's Cladding Remediation Department to develop fire safety guidance for occupiers of high-rise buildings. The leaflet will provide clear, practical advice on fire safety and outline the appropriate actions to take in the event of a fire; both for residents in buildings where urgent interim measures are in place and for those where no such issues exist. The content is being finalised, with funding for the activity being provided by the Scottish Government.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| PREPAREDNESS                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <u>Item</u>                                                | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>New and Emerging Risks Group (NERG)</b>                 | <p>The NERG has now been approved to oversee new and emerging risks and will supersede the Electrical Infrastructure Working Group. This will be a group Chaired by the DACO of Prevention with representation from Scottish Government, NFCC, Public Health Scotland, Rep Bodies and the Chairs of each subgroup. This will include subgroups covering the risks from BESS, Li Ion, Hydrogen, Wildfire, Flooding.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Wildfire</b>                                            | <p>The Prevention Directorate has been engaged in a number of debriefs and ministerial level meetings to discuss the ongoing risk from Wildfire across Scotland. The learnings from incident debriefs and the feedback from each meeting have been used to refresh our governance arrangements around Wildfire management. This includes the Prevention Assistant Chief Officer (ACO) taking on the role as Strategic Wildfire Lead and the Prevention DACO taking on the role as the Chair of the Scottish Wildfire Forum. A number of workstreams will be stood up to enhance our Prevention, Preparedness and Response to Wildfires.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



## OFFICIAL

|                                                              |                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SFRS Internal Risk Preparedness Assessment</b>            | The SFRS Risk Preparedness Assessment (RPA) process is now complete, and a statement of preparedness has been developed with 32 actions across the Service. This work will ensure SFRS enhances and strengthen its preparedness capabilities.                                                      |
| <b>Op Roll Planning</b>                                      | The National Event Operational Plan was produced for Op Roll which resulted in the successful planning and delivery of the visit of the President of the United States to Scotland in July.                                                                                                        |
| <b>Op Opclate Planning</b>                                   | The National Event Operational Plan was produced for Op Opclate which resulted in the successful planning and delivery of the visit of the Vice President of the United States to Scotland in August.                                                                                              |
| <b>Asbestos Information Sharing</b>                          | Engagement with Edinburgh Council has taken place with regards to the sharing of their asbestos registers for both domestic and non-domestic properties. This data has been mapped on to GIS and Preparedness Function looking to provide the info on frontline appliances via the Samsung Tablet. |
| <b>Bonfire Period National Event Operational Plan (NEOP)</b> | Bonfire NEOP developed and published on 24 October 2025. Briefing sessions held for FDO's and Gold Command Officers.                                                                                                                                                                               |
| <b>Murrayfield Stadium Event Operational Plan (EOP)</b>      | In collaboration with the Resilience team, the Operational Intelligence CAD team has developed a 3D fly-round video of Murrayfield Stadium, which corresponds with the details outlined in the stadium's EOP.                                                                                      |
| <b>Battery Energy Storage System (BESS) sites</b>            | The Operational Intelligence Team have established a working group to identify the risks associated with BESS sites throughout Scotland. A form for gathering relevant risk information is currently being developed.                                                                              |

| QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS                           |                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PREVENTION                                                               |                                                                                                                                                                                                                                                                                                                                                                      |
| <u>Item</u>                                                              | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                    |
| <b>Review of Home Fire Safety Visit (HFSV) and lone working policies</b> | A review of HFSV documentation, including associated health and safety documents / process and training resources, to ensure staff know how to deal with any difficult engagements with members of the public and reporting processes for any incidents where their safety and / or wellbeing has been compromised. This includes all lone working (not just HFSVs). |
| <b>Safeguarding for Managers Training</b>                                | Safeguarding training for managers has been delivered to prevention middle managers. This training provides managers with the knowledge and skills necessary to carry out their role when working with children, young people, or vulnerable adults. The remainder of this training will be rolled out by the end of 2025/26.                                        |

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Safeguarding Refresher module-TfOC</b>                        | A Safeguarding refresher e-learning module has now been developed and will be available for all operational personnel to complete during Quarter 3. This training is mandatory for anyone whose role may involve contact with children, young people, or vulnerable adults. The module serves as a refresher following the initial safeguarding training rolled out in 2022 and is part of our ongoing commitment to maintaining a safe and supportive environment.                                                                                     |
| <b>Safeguarding Quality Assurance</b>                            | Internal safeguarding Quality Assurance was carried out across the service, and a report has been written for 2023/24 which highlights how the organisation is meeting policy and legislative requirements to safeguard individuals. The report also outlines recommendations for further improvement.                                                                                                                                                                                                                                                  |
| <b>PROTECTION</b>                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Item</b>                                                      | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Review of SFRS Protection Policy, Procedures and Guidance</b> | A review of all Protection documentation is underway, with several priority documents identified for early revision. The review is focused on ensuring accuracy, consistency, and alignment with current legislation, national policy, and organisational priorities. It will also consider opportunities to streamline content, remove duplication, and improve accessibility to support effective delivery across all areas of the Protection function.                                                                                               |
| <b>Review of Fire Engineering Technical Support</b>              | The Fire Engineering Technical Support Procedure was introduced in July to provide a structured process for managing and responding to technical fire engineering consultations. It ensures that requests for specialist input are appropriately triaged, allocated, and recorded, promoting consistency, transparency, and timely support to Building Standards as part of the consultation process. The procedure also strengthens links between the Fire Engineering team and Area Protection staff, supporting competency development in LSO areas. |
| <b>PREPAREDNESS</b>                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b><u>Item</u></b>                                               | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Commonwealth Games</b>                                        | The planning for the Commonwealth games is underway and SFRS are involved in various multi-agency working groups. An internal Commonwealth Games Working Group has been established and planning is progressing. The games will begin on Thursday 23 July until Sunday 2 August 2026.                                                                                                                                                                                                                                                                   |
| <b>Risk Based Identification Form</b>                            | Progress is underway on the development of a Risk-Based Identification Form, aimed at identifying premises that require Operational Intelligence, based on established means from NFCC guidance. An in-person workshop was held at NTC on 02/10/25, bringing together SFRS personnel from a range of departments and specialised roles, to collaboratively establish weighting criteria for the form. A follow-up workshop will be scheduled in due course to review and refine the outcomes.                                                           |

|                                                                |                                                                                                                                                                |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Family Liaison Officer (FLO) and Ceremonial Funeral GIN</b> | FLO and Ceremonial Funeral GINs developed and in draft. Both documents have been published for consultation and Resilience Team will be publishing imminently. |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|

| <b>PERFORMANCE AND OUTCOMES</b>                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PREVENTION</b>                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b><u>Item</u></b>                                                | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Development of Community Safety Engagement (CSE) Framework</b> | Draft CSE Framework has been complete to support the Prevention Strategy. This will be published following the official launch of the SFRS Prevention Strategy, 2025 – 28.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Youth Volunteer Scheme (YVS) Evaluation report 2022-2024</b>   | The YVS has demonstrated measurable positive outcomes in youth development, community engagement, and volunteer contribution. These outcomes align with SFRS strategic objectives around prevention, inclusion, and community resilience. The report provides evidence relating to improved confidence, wellbeing, and employability among young people, as well as enhanced skills and satisfaction among Volunteer Youth Instructors. These impacts contribute to long-term performance indicators related to community safety, youth engagement, and volunteer development. Continued investment in YVS will support sustained performance improvements across these areas. |
| <b>NFCC Prevention Awards – Volunteer Recognition</b>             | The Function continually strives to recognise the YVS volunteers across the country who selflessly give upon their time to support local schemes. Each of the active schemes were nominated for a Volunteer Recognition Certificate as part of this year's NFCC Prevention Award. Content described within the Evaluation Report was used to demonstrate the significant impact that schemes have had on the young people and their communities. Each of the nominated schemes will receive a certificate and the YVS National Officer and Early Intervention Team Station Commander with liaise with areas to ensure a formal presentation by local management.               |
| <b>PROTECTION</b>                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b><u>Item</u></b>                                                | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Fatal Fires</b>                                                | <p>Fire Fatalities – Quarter 2 2025/26</p> <p>During Quarter 2 of the 2025/26 fiscal year, a total of seven fire related fatalities were recorded. This brings the year-to-date total to 15, which is unchanged in the same reporting period in 2024/25.</p> <p>All associated Initial Learning Reviews (ILRs) have either been completed or are scheduled for completion, ensuring timely reflection and learning from each incident.</p>                                                                                                                                                                                                                                     |

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Fire Investigation Post Fire Incident Support</b> | <p>The Fire Investigation Management team is currently undertaking a comprehensive review of policies and procedures relating to post fire incident support. This work aims to improve how the SFRS supports individuals affected by fire, and how internal and external partners share information and resources more efficiently, effectively, and with appropriate sensitivity and empathy.</p> <p>Key outcomes of this review will include:</p> <ul style="list-style-type: none"> <li>• A more proactive role for Fire Investigation Officers (FIOs) in post incident engagement</li> <li>• Development of a formal handover process to Police Scotland and Crime Scene Managers</li> <li>• Creation of an After Incident Information Leaflet for affected individuals with references and signposting for support.</li> <li>• Establishment of a Serious Fire Learning Group to support continuous improvement with partners in SPA, Police Scotland and COPFS</li> <li>• Review of correspondence protocols with Information Governance regarding fatal fire incident requests</li> </ul> |
| <b>Protection Framework - Draft</b>                  | <p>The draft Protection Framework has been circulated within the function for comment and will be finalised shortly, taking account of relevant feedback. Once approved, it will drive the priorities identified in the Prevention Strategy while better recognising the tripartite approach required within Protection. Together, these elements will support a more integrated, outcome-focused approach that will enhance building safety and strengthen public and partner confidence in fire safety regulation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>PREPAREDNESS</b>                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b><u>Item</u></b>                                   | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Operational Intelligence Dashboard</b>            | <p>A new Operational Intelligence Power BI dashboard is currently being developed to replace the existing OIS Reporting Toolkit and Monthly Reports. This dashboard will present a comprehensive range of statistics, including categorised and sub-categorised breakdowns of OI records, as well as location-based lists and maps. Information will be visualised through interactive graphs and charts for clearer insights. This will also take cognisance of current and future KPIs, as well as including scrutiny reports, like those already found within the PowerBI reporting environment.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| <b>HORIZON SCANNING</b>                                                     |                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PROTECTION</b>                                                           |                                                                                                                                                                                                                                                                                                                |
| <b><u>Item</u></b>                                                          | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                       |
| <b>Fire Safety Enforcement (FSE) Resilience Partnership Learning Course</b> | <p>A further Protection RPL course is scheduled for November at the National Training Centre. The course will enable 24 delegates who currently hold the SVQ Level 7 Fire Safety qualification to achieve an SVQ Level 8 qualification through FireQual. This aligns with nationally recognised standards.</p> |

|                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Auditing Officer (AO) Job Evaluation</b>       | The Auditing Officer Job Evaluation work is progressing, with the revised Job Description agreed by the Reward Team. Communications are being prepared to inform all Auditing Officers of the intent to transition to the new contract, including contract variations, by 1 January.                                                                                                                                                                                                 |
| <b>Premises Information Plates (PIP)</b>          | Protection is working with colleagues in Corporate Communications and the Scottish Government to update the SFRS website with information on Premises Information Plates (PIPs). This aligns with ongoing work to review and update Building Standards to mandate the installation of PIPs in all domestic high-rise buildings over 18 metres. While the requirement will not apply retrospectively, it will include existing buildings where refurbishment projects are undertaken. |
| <b>Fire Engineering CPD- Liverpool University</b> | Three members of the Fire Engineering team will attend a four-day CPD event in Liverpool in November. The course provides a wide range of input within the context of British Standard PD 7974-1 and is designed to strengthen understanding of performance-based fire engineering principles. The training will include practical, interactive sessions to build confidence in reviewing fire engineering solutions.                                                                |
| <b>PREPAREDNESS</b>                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b><u>Item</u></b>                                | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>European Championships 2028</b>                | Resilience team have received an invite to attend the first planning meeting for the Safety and Security Group at Hampden in November 2025.                                                                                                                                                                                                                                                                                                                                          |

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>New Mobilising Systems</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b><u>Item</u></b>                 | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>New Mobilising System (NMS)</b> | <p>Incident Command and Control System (ICCS) Build activities are now complete, as well as Site Acceptance Testing and User Acceptance Testing. ICCS Go/No-Go Boards have been set up in advance of each go-live, and transition documentation and service management has been agreed for post go-live handover of ICCS to Business as Usual (BAU).</p> <p>NMS project is on track for go-live of new ICCS system as per below<br/> Edinburgh Operations Control (OC) - 11 November 2025<br/> Dundee OC - 25 November 2025<br/> Johnstone OC - 02 December 2025.</p> <p>Computer Aided Design (CAD) go-live will follow by November 2026, and transition dates will be agreed following finalisation of the training schedule. Key CAD updates include the progression of integration and configuration activities to feed into CAD Site Acceptance Testing in early 2026.</p> |

## SERVICE DELIVERY COMMITTEE HIGHLIGHT REPORT – TRAINING, SAFETY AND ASSURANCE (TSA)

| SAFETY AND RISK REDUCTION                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TRAINING, SAFETY AND ASSURANCE DIRECTORATE            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| OPERATIONAL ASSURANCE (OA)                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <u>Item</u>                                           | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <u>Significant Incident</u>                           | Scott Street, Perth Level 4 Incident – A structured debrief was conducted on 28 August with an Organisational Learning Review (OLR) in progress to identify lessons learned from safety events and operational activity during this incident. A report will follow through executive governance channels in due course.                                                                                                                                                                                                                                                                                             |
| <u>Significant Incident</u>                           | On 25 September SMARTEU facilitated an in person multi-agency debrief at Perth Training Centre following the request of Assistant Chief Officer McGoldrick as a result of the significant wildfires within Dava and Carrbridge. This involved SFRS, Blue Light partners, members of the Local Resilience Partnership, landowners and helicopter companies to identify learning from the incidents using the <a href="#">Integrated Emergency Management model</a> . SMARTEU will provide a debrief report in due course with identified learning.                                                                   |
| <u>National Wildfire Debrief</u>                      | Sponsored by Fire Brigades Union and with the support of the Fire & Rescue Services Association, OA facilitated a debrief into the Wildfire season 2025. This involved Wildfire Tac Ads and key personnel involved across the Service. A debrief report is currently underway and will be submitted to Safety & Assurance Functional Management Team in due course with associated findings and recommendations to progress through governance.                                                                                                                                                                     |
| <u>Operations Control (OC) Trainee Course Debrief</u> | Planning is underway to facilitate a debrief into the first phase (weeks 1-6) of the current OC Trainee course. This will be carried out on 26 November 2025 and will involve all OC staff involved in the delivery of the course in addition to Flexi Duty Officer cadre.                                                                                                                                                                                                                                                                                                                                          |
| TRAINING FUNCTION                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <u>Item</u>                                           | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <u>FF Safety</u>                                      | <p>In collaboration with local instructors and trade union representatives, the Training Function is conducting a comprehensive review of all training sites to assess the existing management arrangements for fire contaminants.</p> <p>These site visits have provided valuable opportunities to observe current practices. They also allowed for the evaluation of existing control measures and identification of key areas for improvement. The findings from this review will support the prioritisation and planning of future actions aimed at enhancing firefighter safety, strengthening operational</p> |



|  |                                                                                                |
|--|------------------------------------------------------------------------------------------------|
|  | readiness, and ensuring full compliance with relevant legislation and best practice standards. |
|--|------------------------------------------------------------------------------------------------|

| QUALITY ASSURANCE, BENCHMARKING, AND STANDARDS |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TRAINING, SAFETY AND ASSURANCE DIRECTORATE     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| OPERATIONAL ASSURANCE (OA)                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <u>Item</u>                                    | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <u>OA Documents</u>                            | OA General Information Notes (GINs) are in process of being transferred to Management Arrangements along with any associated documents being reviewed as required.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <u>Credit Risk Rating Process</u>              | Safety & Assurance has supported the Training Function by conducting an internal desktop audit of the Credit Risk Rating process. The scope of the audit focused on evaluating the effectiveness of current procedures, with particular emphasis on continuous improvement. This effort contributes to maintaining alignment with SFRS standards and supports ongoing compliance with accreditation body requirements.                                                                                                                                                                                                                                                                                                                                  |
| TRAINING FUNCTION                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <u>Item</u>                                    | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <u>Equalities and Human Rights</u>             | <p>Members of the Training Function have delivered the second Women in the Fire Service (WFS) Event at the National Training Centre. This event continues to work in collaboration with partners including WFS, the Fire Brigade's Union Women's Section, Health and Wellbeing and National Fire Chiefs Council (NFCC). Over 100 delegates attended the two-day event, including Firefighters from other UK Fire and Rescue Services.</p> <p>The event continues to enable ideas and innovations for furthering gender equality to be brought into the service and showcase the SFRS commitment to an inclusive workplace.</p>                                                                                                                          |
| <u>Partnership Working / Benchmarking</u>      | <p>The SFRS Learning and E-Development team recently welcomed representatives from the London Fire Brigade to discuss the SFRS Training for Operational Competence Framework. The visit provided an opportunity to share insights into the structure, delivery, and evaluation of operational training, as well as to explore areas of mutual interest and collaboration.</p> <p>In addition, the session facilitated constructive dialogue on the principles of assessment within Incident Command. This exchange of knowledge helped identify opportunities for shared learning and continuous improvement, supporting the ongoing enhancement of firefighter safety, operational effectiveness, and professional standards across both services.</p> |

| PERFORMANCE AND OUTCOMES                      |                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |            |            |            |    |     |     |      |     |     |          |     |     |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|----|-----|-----|------|-----|-----|----------|-----|-----|
| TRAINING, SAFETY AND ASSURANCE DIRECTORATE    |                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |            |            |            |    |     |     |      |     |     |          |     |     |
| OPERATIONAL ASSURANCE                         |                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |            |            |            |    |     |     |      |     |     |          |     |     |
| <u>Item</u>                                   | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                   |            |            |            |            |    |     |     |      |     |     |          |     |     |
| <u>Thematic Audit</u>                         | A Thematic Audit is currently underway to evaluate the Evacuation Command Support Unit Operational Procedure in terms of knowledge and understanding of purpose, roles and responsibilities and equipment/vehicles available.                                                                                                                                                                                                       |            |            |            |            |    |     |     |      |     |     |          |     |     |
| <u>Organisational Learning Actions</u>        | 5 Action plans have been closed within the OLG tracker within Quarter 2. There remain 204 actions within the tracker that are being progressed by the Action Owners from 2020 to present. A focus remains on those that remain in progress for several years and those determined as high risk.                                                                                                                                     |            |            |            |            |    |     |     |      |     |     |          |     |     |
| TRAINING FUNCTION                             |                                                                                                                                                                                                                                                                                                                                                                                                                                     |            |            |            |            |    |     |     |      |     |     |          |     |     |
| <u>Item</u>                                   | <u>Commentary</u>                                                                                                                                                                                                                                                                                                                                                                                                                   |            |            |            |            |    |     |     |      |     |     |          |     |     |
| <u>Performance Reporting</u>                  | <p>Following an initial uptake in Q1 (June) of around 55% for staff with Workforce Pro completion rates of mandatory learning modules there has been an increase to 61% in Q2. Continual review and support will be provided to staff to increase this further.</p> <p>Future phases of development will focus on tailored learning pathways to meet the need of individual Directorates, Functions and Teams.</p>                  |            |            |            |            |    |     |     |      |     |     |          |     |     |
| <u>Breathing Apparatus (BA) Recovery Plan</u> | <p>The BA Recovery Plan is continuing to progress, with BA, Compartment Fire Behaviour Training (CFBT) and Tactical Ventilation currencies showing improvement between Q2 2024/25 and Q2 2025/26:</p> <table><tr><td>Core Skill</td><td>Q2 2024/25</td><td>Q2 2025/26</td></tr><tr><td>BA</td><td>88%</td><td>95%</td></tr><tr><td>CFBT</td><td>80%</td><td>93%</td></tr><tr><td>Tac Vent</td><td>59%</td><td>87%</td></tr></table> |            | Core Skill | Q2 2024/25 | Q2 2025/26 | BA | 88% | 95% | CFBT | 80% | 93% | Tac Vent | 59% | 87% |
| Core Skill                                    | Q2 2024/25                                                                                                                                                                                                                                                                                                                                                                                                                          | Q2 2025/26 |            |            |            |    |     |     |      |     |     |          |     |     |
| BA                                            | 88%                                                                                                                                                                                                                                                                                                                                                                                                                                 | 95%        |            |            |            |    |     |     |      |     |     |          |     |     |
| CFBT                                          | 80%                                                                                                                                                                                                                                                                                                                                                                                                                                 | 93%        |            |            |            |    |     |     |      |     |     |          |     |     |
| Tac Vent                                      | 59%                                                                                                                                                                                                                                                                                                                                                                                                                                 | 87%        |            |            |            |    |     |     |      |     |     |          |     |     |

| HORIZON SCANNING                                                                |                                                                                                                                                                                         |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TRAINING, SAFETY AND ASSURANCE DIRECTORATE                                      |                                                                                                                                                                                         |
| <b>OPERATIONAL ASSURANCE</b>                                                    |                                                                                                                                                                                         |
| <u>Item</u>                                                                     | <u>Commentary</u>                                                                                                                                                                       |
| <u>Thematic Audit on Implementation of Operational Assurance (OA) Processes</u> | Following a recommendation within the WSDA HMFSI Inspection, OA will conduct a thematic audit into the implementation of OA processes and procedures. This will be reported upon in Q4. |

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><u>HMFSI OA Report</u></b> | <p>This has now been laid before Parliament during September 2025. The report is constructive and forward-looking, with clear, actionable recommendations aimed at strengthening OA and organisational learning, which is welcomed by the Training, Safety and Assurance Directorate on its journey of continuous improvement.</p> <p>A comprehensive action plan has now been developed and will be presented to the Strategic Leadership Team during November 2025 for approval, in order to progress the 9 recommendations contained within the HMFSI OA report.</p>                                                                                                                                               |
| <b>TRAINING<br/>FUNCTION</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b><u>Item</u></b>            | <b><u>Commentary</u></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b><u>XVR</u></b>             | <p>FDO CPD events were delivered to all four command groups utilising XVR via MS Teams. This allowed officers across the country to participate in an incident command scenario and encourage peer learning. We are gathering feedback to drive continuous improvement with the next session planned for Q4.</p>                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b><u>E-Learning</u></b>      | <p>SFRS were invited to attend the LearnPro User Group Conference at Moreton-in-Marsh as keynote speakers to share knowledge on current e-learning platforms with users across the UK Fire Sector.</p> <p>The team received an award for 'Excellence in Partnership' from LearnPro which recognises the ongoing effort from SFRS to enhance e-learning opportunities.</p>                                                                                                                                                                                                                                                                                                                                             |
| <b><u>Transport</u></b>       | <p>SFRS and SAS continue to work jointly to provide a co-ordinated approach to the introduction of the EXIT Project which is supported nationally by the NHS and NFCC.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b><u>Wildfire</u></b>        | <p>SFRS continues to progress with the delivery of Wildfire training, working towards the strategic aims set out in the Wildfire Strategy. The Service now has 25 tier 2 and 10 tier 3 wildfire stations with enhanced wildfire training and capability.</p> <p>As part of a partnership approach to ensure Scotland's communities are resilient and safe in response to the changing climate, SFRS has been working with other UK fire and rescue services through the National Fire Chiefs Council (NFCC) to develop a 'Wildfire Prevention Toolkit'. This will include information on understanding wildfire risks, the impact of wildfires, wildfire prevention, wildfire preparedness and wildfire response.</p> |



# HM Fire Service Inspectorate

**Report to:** SCOTTISH FIRE AND RESCUE SERVICE, SERVICE DELIVERY COMMITTEE

**Date:** 25 November 2025

**Report By:** HM Fire Service Inspectorate

**Subject:** Routine report on HMFSI business

## 1. PURPOSE

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

## 2. RECOMMENDATIONS

- 2.1 That the Committee notes the update from HMFSI.

## 3. ACTIVITY AND PROGRESS

### 3.1 Service Delivery Area Inspection

Following the completion of inspections of local service delivery in all three Service Delivery Areas (SDAs) the Chief Inspector had hoped to commence an inspection that would consider various elements of Service Delivery from the perspective of those engaged across a range of Corporate services. Unfortunately, due to a range of unforeseen issues it has been necessary to postpone this inspection. The Chief Inspector will give further consideration to this in the new financial year.

### 3.2 Thematic Inspection Work

#### Operational Assurance

We are pleased to advise the inspection of 'Operational Assurance' has now been published and was laid in Parliament on 10 September 2025.

The report highlights a number of areas of good practice and areas for consideration, makes evidence led observations regarding the effectiveness and efficiency of operational assurance within the SFRS and sets out a number of recommendations based on these.

#### Operational Training and Development

The thematic inspection of 'Operational Training and Development (OTD)' within the SFRS is well underway with fieldwork due to be completed by November 2025. The final report is due to be published in the early summer of 2026.

## **Organisational Culture – Volume 2**

HMFSI is currently carrying out preparatory work on the draft inspection outline which will be discussed and consulted upon with SFRS in due course. It is currently expected that the inspection fieldwork will commence in December 2025.

### **3.3 Focussed Report**

In preparation for the forthcoming Commonwealth Games 2026, we will carry out a focussed review of the steps taken, and arrangements in place with the Service, to ensure the safe delivery of this high profile international event. Early discussions with relevant SFRS staff have been initiated. A schedule of interviews and follow on engagement with key service personnel is currently under consideration. The report will be published in spring of 2026.

### **3.4 HMFSI Staffing Update**

HMFSI's longest serving team member, Assistant Inspector Brian McKenzie, will be retiring from the Inspectorate on 2<sup>nd</sup> December 2025. Brian joined the Inspectorate team in 2003, following a distinguished career in the fire service. Prior to joining the Western Fire Brigade in 1968, Brian had served as a 'young firefighter' for two years, joining at the age of 16. Brian will be a great loss to the team at HMFSI and we wish him a long and happy retirement.

We are pleased to advise the committee that, following a robust competitive recruitment exercise, Hilary Sangster (formerly of SFRS) will be joining the Inspectorate as an Inspection Support Manager. We look forward to welcoming Hilary to the team when pre-employment checks and necessary admin have been completed.

**HM Chief Inspector Robert Scott QFSM**  
**Date: 25 November 2025**

# SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/29-25  
Agenda Item: 8.2

|                        |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                    |                   |                   |                   |                   |                   |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Report to:             | SERVICE DELIVERY COMMITTEE                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| Meeting Date:          | 25 NOVEMBER 2025                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| Report Title:          | HMFSI INSPECTION ACTION PLANS UPDATE                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| Report Classification: | For Scrutiny                                                                                                                                                                                                                                                                                                                                                                          | <b>SFRS Board/Committee Meetings ONLY</b><br><b>For Reports to be held in Private</b><br><b>Specify rationale below referring to <u>Board Standing Order 9</u></b> |                   |                   |                   |                   |                   |
|                        |                                                                                                                                                                                                                                                                                                                                                                                       | <a href="#">A</a>                                                                                                                                                  | <a href="#">B</a> | <a href="#">C</a> | <a href="#">D</a> | <a href="#">E</a> | <a href="#">G</a> |
| <b>1</b>               | <b>Purpose</b>                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| 1.1                    | The purpose of this report is to provide the Service Delivery Committee (SDC) with an update on HMFSI inspection action plans.                                                                                                                                                                                                                                                        |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| 1.2                    | At this meeting, the SDC are asked to review the progress of the action plans relating to His Majesty's Fire Service Inspectorate (HMFSI) report on: <ul style="list-style-type: none"> <li>West Service Delivery Area</li> </ul>                                                                                                                                                     |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| 1.3                    | Members have also been provided with the closing position statement from the following Action Plans for consideration: - <ul style="list-style-type: none"> <li>East Service Delivery Area</li> </ul>                                                                                                                                                                                 |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| 1.4                    | In line with the agreed governance process, the updates in this paper are shared with the Corporate Board 'for recommendation' in advance of this Committee. Members are asked to note that the updates were shared with the Corporate Board in August, with this SDC meeting being the first meeting after that date. As such, some dates provided in the report may be in the past. |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| <b>2</b>               | <b>Background</b>                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| 2.1                    | HMFSI inspects and reports on the SFRS with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.                                                                                                                                                                               |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| 2.2                    | Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.                                                                                                                                                                                                 |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| 2.3                    | Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.                                                                                                                                                                                                                                     |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| 2.4                    | Once approved, action plans will be presented to SDC on a quarterly basis to scrutinise progress.                                                                                                                                                                                                                                                                                     |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| <b>3</b>               | <b>Main Report/Detail</b>                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                    |                   |                   |                   |                   |                   |
| 3.1                    | The SDC is presented with the current overview dashboard, attached as <b>Appendix A</b> for noting. This provides high level details of all action plans.                                                                                                                                                                                                                             |                                                                                                                                                                    |                   |                   |                   |                   |                   |



|       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.2   | <b>West Service Delivery Area</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 3.2.1 | The HMFSI report on West Service Delivery Area was published in June 2024. The action plan contains a total of 30 actions and is attached as <b>Appendix B</b> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 3.2.2 | During the reporting period three actions were completed (see actions 6, 17 and 23), and the eight remaining actions are progressing, with five of these being green (see actions 3, 19.2, 20, 21 and 29) and three being marked as amber (see actions 9, 11 and 19.1).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 3.2.3 | SDC members are asked to note the following updates on those live actions:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 3.2.4 | <ul style="list-style-type: none"> <li> <b>Action 3: Undertake a review of High-Rise Operational Assurance processes and establish a sustainable (including risk based) model for the delivery of high-rise risk profiling and inspections.</b><br/> The Working Group continues to progress largely on schedule, and a vice chair has been appointed to assist with keeping work on schedule. Tasks for Phase 3 are as previously detailed with additional collaborative work due to take place with the Chair, Community Risk Management and Preparedness Function to provide a risk weighted checklist that will support frequency change in line with National Fire Chiefs Council (NFCC) Guidelines. Despite the Working Group meeting being held late during the summer, no further overall delay of the timeline is anticipated. This action has moved from amber to green and work is on track for completion by March 2026.<br/> <b>[GREEN, 75% Complete at August Reporting]</b> </li> </ul>                                                                                   |
| 3.2.5 | <ul style="list-style-type: none"> <li> <b>Action 9: Review existing practices and processes within the West Service delivery Area (WSDA) for vehicle management with the Central Fleet Partner.</b><br/> Initial interviews have taken place for Fleet Manager and Deputy Fleet Manager. A final candidate will be interviewed by end of August and thereafter a cascade of posts will be interviewed. <i>(November update: both posts have been filled as has a Fleet Technical Commissioning Manager. Recruitment for other key posts continues).</i><br/> The Light Fleet Review paper will be presented to Service Delivery Board (SDB) on 14 October 2025. A review of latest Automatic Vehicle Location System (AVLS) data is being carried out with the assistance of Operations Function colleagues. Potential savings in Light Fleet will be finalised and included within the SDB paper. This action remains amber, and work is continuing towards the previously agreed revised due date of December 2025.<br/> <b>[Amber, 65% Complete at August reporting]</b> </li> </ul> |
| 3.2.6 | <ul style="list-style-type: none"> <li> <b>Action 11: Standardise the recording of equipment testing with a national electronic system.</b><br/> A Tranman User Group has been established and a tailored demonstration of Transend, including the use of digital recording of equipment, was given on 17 July 2025. The migration to Transend will require input from Procurement to determine if a direct award can be completed or if this can be conducted as part of existing contractor processes. The supplier are arranging contact with Mid and West Wales Fire and Rescue Service who have gone live with Transend. This action remains amber and work is continuing towards the previously agreed revised due date of December 2025.<br/> <b>[AMBER, 60% at August reporting]</b> </li> </ul>                                                                                                                                                                                                                                                                                 |
| 3.2.7 | <ul style="list-style-type: none"> <li> <b>Action 19.1: Develop a principle-based guidance document that enables the Service to manage and record partnership relationships effectively.</b><br/> Development of a principle-based guidance document that clearly defines our responsibilities/expectations to partnership guidance and provides an interim process to measure it, had previously been delayed as the Team's focus has been on the development of the SFRS Strategy 2025-28 and accompanying SFRS Three-Year Delivery Plan. The Strategy was published on 7 July 2025 and now, following a period of staff leave, work will recommence on the guidance document. Due to the delay, the deadline for this piece of work has been extended to December 2025. </li> </ul>                                                                                                                                                                                                                                                                                                   |

|        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|        | <p>This action remains amber due to conflicting work priorities. A revised due date of December 2025 has been proposed.<br/> <b>[AMBER, 55% complete]</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 3.2.8  | <ul style="list-style-type: none"> <li> <b>Action 19.2: Apply the principle-based guidance documents and reporting process to review current partnership commitments within the West Service Delivery Area.</b><br/> This action remains green, and work will commence pending the completion of the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively.<br/> <b>[GREEN, 0% at August Reporting]</b> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                    |
| 3.2.9  | <ul style="list-style-type: none"> <li> <b>Action 20: Review SFRS Leadership and Management development processes to provide a national standard and syllabus for delivery at all levels.</b><br/> Progress has been made and the next priorities for Management and Leadership Development form part of the Leadership &amp; Culture Programme Review and Reset, which is currently taking place. A group is being established to bring together interventions being delivered locally and those being delivered nationally into a consistent Service-wide Programme. This action remains green with work ongoing towards the previously revised due date of September 2026.<br/> <b>[GREEN, 40% complete at August reporting]</b> </li> </ul>                                                                                                                         |
| 3.2.10 | <ul style="list-style-type: none"> <li> <b>Action 21: Review the national recruitment standards and Terms and Conditions (T&amp;Cs) with a view to exploring, developing and implementing pragmatic and alternative solutions for local recruitment.</b><br/> A cross-functional working group has developed new engagement materials and are leading the implementation of improvements to the Service's attraction and selection processes ahead of the next Wholtime Firefighter recruitment process in August 2026. The ALICE tool was piloted and there have been no significant challenges. The next step is progressing to Wholtime recruitment in August 2026. This action remains green with work ongoing towards the previously revised due date of April 2026.<br/> <b>[GREEN, 60% completed at August reporting]</b> </li> </ul>                            |
| 3.2.11 | <ul style="list-style-type: none"> <li> <b>Action 29: Operational Assurance will consider conducting a thematic review of the implementation of Operational Assurance Policies and practice in the West Service Delivery Area (WSDA).</b><br/> Safety and Assurance are currently awaiting the HMFSI Operational Assurance Inspection Report with a view to cross-referencing to see if a national outcome can be aligned to this HMSFI West Service Delivery Area Inspection Report recommendation. Once the final HMFSI Operational Assurance Inspection Report has been published, Safety and Assurance will develop an Action Plan with a view to encompassing this action within it. This action remains green, and work will continue on publication of the HMFSI Operational Assurance Report.<br/> <b>[GREEN, 10% complete at August reporting]</b> </li> </ul> |
| 3.2.12 | <p>The overall BRAG rating for the West SDA action plan is <b>green</b> and is estimated at 85% complete. <i>(Percentage completions for individual actions are an estimate provided by the action owner leading to the overall average percentage).</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 3.3    | <p><b>East Service Delivery Area (ESDA)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 3.3.1  | <p>The HMFSI report on the East Service Delivery Area (ESDA) was published in October 2023. The action plan contains a total of 9 actions.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 3.3.2  | <p>The last actions of the above plan were signed off as complete by members of the Corporate Board in June 2025. To complete the administrative process, SDC members are now provided with the closing statement from the Action Plan, <b>Appendix C</b>.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.3.4    | SDC are asked to note the content of the closing statement.                                                                                                                                                                                                                                                                                                                                                                                               |
| 3.4      | <b>Action Plans in Development</b>                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 3.4.1    | Following the publication of HMFSI Reports on Operational Assurance and the North Service Delivery Area, Actions Plans are currently in development and will be presented to the Strategic Leadership Team in November and December respectively for approval. Thereafter, the formal reporting process will commence.                                                                                                                                    |
| <b>4</b> | <b>Recommendation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 4.1      | <p>The SDC is invited to:</p> <ul style="list-style-type: none"> <li>• Note the progress of all action plans as presented in the HMFSI inspection dashboard, attached as <b>Appendix A</b>.</li> <li>• Review the West Service Delivery Area Action Plan, attached as <b>Appendix B</b>.</li> <li>• Note the content of the East Service Delivery Area Position Statement and agree formal closure of the Plan, attached as <b>Appendix C</b>.</li> </ul> |
| <b>5</b> | <b>Key Strategic Implications</b>                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 5.1      | <p><b>Risk Appetite and Alignment to Risk Registers</b></p> <p>There are no strategic risk implications arising from this progress update or the recommendations of this report.</p>                                                                                                                                                                                                                                                                      |
| 5.2      | <p><b>Financial</b></p> <p>There are no financial implications associated with the recommendations of this report.</p>                                                                                                                                                                                                                                                                                                                                    |
| 5.3      | <p><b>Environmental &amp; Sustainability</b></p> <p>There are no environmental implications associated with the recommendations of this report.</p>                                                                                                                                                                                                                                                                                                       |
| 5.4      | <p><b>Workforce</b></p> <p>There are no workforce implications associated with the recommendations of this report.</p>                                                                                                                                                                                                                                                                                                                                    |
| 5.5      | <p><b>Health &amp; Safety</b></p> <p>There are no health and safety implications associated with the recommendations of this report.</p>                                                                                                                                                                                                                                                                                                                  |
| 5.6      | <p><b>Health &amp; Wellbeing</b></p> <p>There are no health and wellbeing implications associated with the recommendations of this report.</p>                                                                                                                                                                                                                                                                                                            |
| 5.7      | <p><b>Training</b></p> <p>There are no training implications associated with the recommendations of this report.</p>                                                                                                                                                                                                                                                                                                                                      |
| 5.8      | <p><b>Timing</b></p> <p>Each HMFSI Action Plan will be reported to the Corporate Board and appropriate Committee on a quarterly cycle until completion.</p>                                                                                                                                                                                                                                                                                               |
| 5.9      | <p><b>Performance</b></p> <p>This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.</p>                                                                                                                                                                                                                                                                                                           |
| 5.10     | <p><b>Communications &amp; Engagement</b></p> <p>There is no implication associated with the recommendations of this report.</p>                                                                                                                                                                                                                                                                                                                          |

|                                                                                                                                                                                                                              |                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.11                                                                                                                                                                                                                         | <b>Legal</b><br>The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in Section 43 of the Fire Scotland Act 2005. |                                                                                                                                                                                                                                                                                                                                       |
| 5.12                                                                                                                                                                                                                         | <b>Information Governance</b><br>A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.                             |                                                                                                                                                                                                                                                                                                                                       |
| 5.13                                                                                                                                                                                                                         | <b>Equalities</b><br>An Equality and Human Rights Impact Assessment (EHRIA) is not required for this this report. Directorate and LSO EHRIAs will capture these                           |                                                                                                                                                                                                                                                                                                                                       |
| 5.14                                                                                                                                                                                                                         | <b>Service Delivery</b><br>There are no service delivery implications associated with the recommendations of this report.                                                                 |                                                                                                                                                                                                                                                                                                                                       |
| <b>6</b>                                                                                                                                                                                                                     | <b>Core Brief</b>                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                       |
| 6.1                                                                                                                                                                                                                          | Not applicable                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                       |
| <b>7</b>                                                                                                                                                                                                                     | <b>Assurance (SFRS Board/Committee Meetings ONLY)</b>                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                       |
| 7.1                                                                                                                                                                                                                          | <b>Director:</b>                                                                                                                                                                          | Mark McAteer, Director of Strategic Planning, Performance and Communications                                                                                                                                                                                                                                                          |
| 7.2                                                                                                                                                                                                                          | <b>Level of Assurance: (Mark as appropriate)</b>                                                                                                                                          | <b>Substantial/Reasonable/Limited/Insufficient</b>                                                                                                                                                                                                                                                                                    |
| 7.2                                                                                                                                                                                                                          | <b>Rationale:</b>                                                                                                                                                                         | Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Senior Management Board and nominated Executive Board until full completion of the Action Plan. |
| <b>8</b>                                                                                                                                                                                                                     | <b>Appendices/Further Reading</b>                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                       |
| 8.1                                                                                                                                                                                                                          | <b>Appendix A:</b> HMFSI Inspection Overview Dashboard                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                       |
| 8.2                                                                                                                                                                                                                          | <b>Appendix B:</b> West Service Delivery Area (WSDA) Action Plan Update                                                                                                                   |                                                                                                                                                                                                                                                                                                                                       |
| 8.3                                                                                                                                                                                                                          | <b>Appendix C:</b> East Service Delivery Area (ESDA) Position Statement                                                                                                                   |                                                                                                                                                                                                                                                                                                                                       |
| <b>Prepared by:</b>                                                                                                                                                                                                          |                                                                                                                                                                                           | Kirsty Jamieson, Planning and Performance Officer                                                                                                                                                                                                                                                                                     |
| <b>Sponsored by:</b>                                                                                                                                                                                                         |                                                                                                                                                                                           | Richard Whetton, Head of Governance, Strategy and Planning                                                                                                                                                                                                                                                                            |
| <b>Presented by:</b>                                                                                                                                                                                                         |                                                                                                                                                                                           | Richard Whetton, Head of Governance, Strategy and Planning                                                                                                                                                                                                                                                                            |
| <b>Links to Strategy and Corporate Values</b>                                                                                                                                                                                |                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                       |
| Our inspection process contributes to: <ul style="list-style-type: none"> <li>Strategic Outcome 4 of the SFRS Strategy 2025-28: Our organisational performance, productivity and resilience continually improves.</li> </ul> |                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                       |
| <b>Governance Route for Report</b>                                                                                                                                                                                           |                                                                                                                                                                                           | <b>Meeting Date</b>                                                                                                                                                                                                                                                                                                                   |
| <i>Corporate Board</i>                                                                                                                                                                                                       |                                                                                                                                                                                           | <i>26 August 2025</i>                                                                                                                                                                                                                                                                                                                 |
| <i>People Committee</i>                                                                                                                                                                                                      |                                                                                                                                                                                           | <i>11 September 2025</i>                                                                                                                                                                                                                                                                                                              |
| <i>Audit and Risk Assurance Committee</i>                                                                                                                                                                                    |                                                                                                                                                                                           | <i>23 October 2025</i>                                                                                                                                                                                                                                                                                                                |
| <i>Service Delivery Committee</i>                                                                                                                                                                                            |                                                                                                                                                                                           | <i>25 November 2025</i>                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                                                                                                              |                                                                                                                                                                                           | <b>Report Classification/ Comments</b>                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                              |                                                                                                                                                                                           | <i>For recommendation</i>                                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                              |                                                                                                                                                                                           | <i>For scrutiny (Mental Health &amp; Wellbeing; Health &amp; Safety)</i>                                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                                              |                                                                                                                                                                                           | <i>For information</i>                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                                                                                              |                                                                                                                                                                                           | <i>For scrutiny (West SDA; East SDA)</i>                                                                                                                                                                                                                                                                                              |

HMFSI INSPECTION OVERVIEW DASHBOARD

HMFSI Thematic & SDA Reports Progress Dashboard

APPENDIX A

| Published | Title                                       | Relevant Committee | Due Date | Revised Due Date | Total Actions | Last Updated | Next Update | Committee Update | Not Started | In Progress | Deferred | Complete | On Hold | Transferred | Cancelled | Moved to BAU | Void | % Complete | RAG |
|-----------|---------------------------------------------|--------------------|----------|------------------|---------------|--------------|-------------|------------------|-------------|-------------|----------|----------|---------|-------------|-----------|--------------|------|------------|-----|
| Dec-23    | Mental Health and Wellbeing Support in SFRS | PC                 | Dec-25   | TBC              | 30            | Aug-25       | Dec-25      | Sep-25           | 0           | 17          | 0        | 8        | 0       | 0           | 5         | 0            | 0    | 60%        |     |
| Jun-24    | West Service Delivery Area (ESDA)           | SDC                | Dec-25   | Apr-26           | 30            | Aug-25       | Dec-25      | Nov-25           | 0           | 8           | 0        | 22       | 0       | 0           | 0         | 0            | 0    | 85%        |     |
| Jun-25    | Organisational Culture in SFRS - Volume 1   | TBD                |          |                  |               |              |             |                  |             |             |          |          |         |             |           |              |      |            |     |
| Jun-25    | North Service Delivery Area (NSDA)          | TBD                |          |                  |               |              |             |                  |             |             |          |          |         |             |           |              |      |            |     |
| Sep-25    | Operational Assurance                       | TBD                |          |                  |               |              |             |                  |             |             |          |          |         |             |           |              |      |            |     |

HMFSI Focused Reports Progress Dashboard

| Published | Title | Relevant Committee | Due Date | Revised Due Date | Total Actions | Last Updated | Next Update | Committee Update | Not Started | In Progress | Deferred | Complete | On Hold | Transferred | Cancelled | Moved to BAU | Void | % Complete | RAG |
|-----------|-------|--------------------|----------|------------------|---------------|--------------|-------------|------------------|-------------|-------------|----------|----------|---------|-------------|-----------|--------------|------|------------|-----|
|           |       |                    |          |                  |               |              |             |                  |             |             |          |          |         |             |           |              |      |            |     |

Closed Inspection Action Plans

| Published | Title                                                                                  | Relevant Committee | Due Date | Revised Due Date | Total Actions | Last Updated | Next Update | Committee Update | Not Started | In Progress | Deferred | Complete | On Hold | Transferred | Cancelled | Moved to BAU | Void | % Complete | RAG     | Closed Date |
|-----------|----------------------------------------------------------------------------------------|--------------------|----------|------------------|---------------|--------------|-------------|------------------|-------------|-------------|----------|----------|---------|-------------|-----------|--------------|------|------------|---------|-------------|
| Apr-15    | HMFSI - Performance Management Systems                                                 | SDC                | Jul-20   | May-20           | 32            | May-20       | N/A         |                  | 0           | 0           | 0        | 26       | 0       | 2           | 4         | 0            | 0    | 100%       | Closed  |             |
| Jul-17    | HMFSI - Operations Control Dundee and Highlands and Islands Support                    | SDC                | Dec-20   | May-20           | 24            | May-20       | N/A         |                  | 0           | 0           | 0        | 24       | 0       | 0           | 0         | 0            | 0    | 100%       | Closed  |             |
| Jan-18    | HMFSI - Fire Safety Enforcement                                                        | SDC                | Mar-20   | Mar-23           | 20            | Mar-23       | N/A         |                  | 0           | 0           | 0        | 19       | 0       | 0           | 0         | 0            | 1    | 100%       | Closed  | May-23      |
| May-18    | Audit Scotland - Scottish Fire and Rescue Service Update                               | ARAC               | Dec-21   | Feb-23           | 36            | Feb-23       | N/A         |                  | 0           | 0           | 0        | 33       | 0       | 0           | 0         | 1            | 2    | 100%       | Closed  | Mar-23      |
| Feb-19    | HMFSI - Provision of Operational Risk Information                                      | SDC                | Mar-22   | Dec-22           | 25            | Feb-23       | N/A         |                  | 0           | 0           | 0        | 20       | 0       | 0           | 0         | 5            | 0    | 100%       | Closed  | Feb-23      |
| May-19    | HMFSI - Management of Fleet and Equipment                                              | SDC                | Mar-22   | May-22           | 38            | May-22       | N/A         |                  | 0           | 0           | 0        | 32       | 0       | 0           | 6         | 0            | 0    | 100%       | Closed  | May-22      |
| Feb-20    | LAI - Dumfries and Galloway                                                            | N/A                | Jun-21   | N/A              | 12            | Dec-22       | N/A         |                  | 0           | 4           | 0        | 7        | 0       | 1           | 0         | 0            | 0    | 100%       | Closed  |             |
| Jun-20    | LAI - Edinburgh City                                                                   | N/A                | Apr-21   | N/A              | 11            | Dec-22       | N/A         |                  | 0           | 5           | 0        | 0        | 0       | 6           | 0         | 0            | 0    | 100%       | Closed  |             |
| Aug-20    | HMFSI - Command and Control: Aspects of Incident Command                               | SDC                | Mar-22   | Dec-23           | 25            | Nov-22       | N/A         |                  | 0           | 0           | 0        | 25       | 0       | 0           | 0         | 0            | 0    | 100%       | Closed  | Nov-22      |
| Dec-20    | Planning and Preparedness for COVID Review                                             | SDC                | May-26   | Aug-23           | 15            | Aug-23       | N/A         |                  | 0           | 0           | 0        | 12       | 0       | 0           | 0         | 3            | 0    | 100%       | Closed  | Aug-23      |
| Mar-21    | HMFSI - Assessing the Effectiveness of Inspection Activity                             | ARAC               | -        | -                | -             | -            | -           |                  | -           | -           | -        | -        | -       | -           | -         | -            | -    | -          | Closed  |             |
| May-21    | LAI - Midlothian                                                                       | N/A                | Mar-22   | Mar-23           | 7             | Dec-22       | N/A         |                  | 0           | 0           | 0        | 7        | 0       | 0           | 0         | 0            | 0    | 100%       | Closed  |             |
| Dec-21    | LAI - Argyll & Bute and East & West Dunbartonshire                                     | N/A                | Apr-23   | N/A              | 6             | Dec-22       | N/A         |                  | 0           | 5           | 0        | 1        | 0       | 0           | 0         | 0            | 0    | 100%       | Closed  |             |
| Apr-22    | Health and Safety: An Operational Focus                                                | PC                 | Oct-24   | Mar-25           | 18            | Jun-25       | Aug-25      |                  | 0           | 0           | 0        | 17       | 0       | 0           | 1         | 0            | 0    | 100%       | Closed  | Sep-25      |
| May-22    | SMARTEU Covid 19 Structured Debrief Summary                                            | SDC                | Mar-23   | May-23           | 7             | Mar-23       | N/A         |                  | 0           | 0           | 0        | 7        | 0       | 0           | 0         | 0            | 0    | 100%       | Closed  | May-23      |
| Sep-22    | Firefighting in Highrise Buildings                                                     | SDC                | Jun-24   | Jun-25           | 8             | Jun-25       | N/A         |                  | 0           | 0           | 0        | 8        | 0       | 0           | 0         | 0            | 0    | 100%       | Closed  | Jun-25      |
| Mar-23    | Training of RDS Personnel                                                              | PC                 | Mar-23   | Aug-23           | 31            | Aug-23       | N/A         |                  | 0           | 0           | 0        | 27       | 0       | 0           | 0         | 4            | 0    | 100%       | Closed  | Sep-23      |
| Apr-23    | Command and Control Mobilising System (CCMS)                                           | CC                 | Jul-24   | Jul-24           | 6             | Jun-25       | N/A         |                  | 0           | 0           | 0        | 6        | 0       | 0           | 0         | 0            | 0    | 100%       | Closed  | Oct-24      |
| May-23    | Review of contingency planning arrangements in relation to potential industrial action | SDC                | Dec-24   | Jun-25           | 7             | Jun-25       | N/A         |                  | 0           | 0           | 0        | 7        | 0       | 0           | 0         | 0            | 0    | 100%       | Closed  | Jun-25      |
| Sep-23    | Climate Change – Impact on Operational Activity                                        | SDC                | Apr-25   | Mar-25           | 12            | Jun-25       | N/A         |                  | 0           | 0           | 0        | 12       | 0       | 0           | 0         | 0            | 0    | 100%       | Closed  | Jun-25      |
| Oct-23    | East Service Delivery Area (ESDA)                                                      | SDC                | Mar-25   | TBC              | 9             | Jun-25       | Aug-25      |                  | 0           | 0           | 0        | 9        | 0       | 0           | 0         | 0            | 0    | 100%       | Closing | Aug-25      |

| Expected | Title                                                                  | Type     |
|----------|------------------------------------------------------------------------|----------|
| 2025-26  | Operational Training and Development (expected to commence June 2025)  | Thematic |
| 2025-26  | Corporate Function Delivery (expected to commence September 2025)      | Thematic |
| 2025-26  | Commonwealth Games (expected to commence October 2025)                 | Thematic |
| 2025-26  | Organisational Culture - Volume 2 (expected to commence December 2025) | Thematic |
|          |                                                                        |          |
|          |                                                                        |          |
|          |                                                                        |          |
|          |                                                                        |          |
|          |                                                                        |          |
|          |                                                                        |          |

| Expected | Title                                                                               | Type    |
|----------|-------------------------------------------------------------------------------------|---------|
| TBC      | Approach to determining changes in Service Delivery and response modelling          | Focused |
| TBC      | Specialist resource provision and capability (including national resilience assets) | Focused |
| TBC      | Planning and preparedness for a response to a marauding terrorist act               | Focused |
| TBC      | Operations Control                                                                  | Focused |
| TBC      | Provision and sustainability of the On Call Duty System                             | Focused |
| TBC      | Effectiveness of governance arrangements                                            | Focused |
| TBC      | Suitability of SFRS property estate                                                 | Focused |
| TBC      | Fire contaminants and associated issues                                             | Focused |
| TBC      | Evaluation of SFRS contribution to partnership working                              | Focused |
|          |                                                                                     | Focused |



HMFSI West Service Delivery Area Inspection - Action Plan Progress

|                                                                                                                                                                                                                                                                |            |                                                                                                                                                                                                                       |                                                                |          |                  |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |                 |       | Updated  |  | Next Update | Committee Update (SDC) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------|------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-------|----------|--|-------------|------------------------|
|                                                                                                                                                                                                                                                                |            |                                                                                                                                                                                                                       |                                                                |          |                  |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |                 |       | Aug-25   |  | Dec-25      | Nov-25                 |
| HMFSI Recommendation                                                                                                                                                                                                                                           | Action Ref | Action Description                                                                                                                                                                                                    | Action Owner                                                   | Due Date | Revised Due Date | Status      | Progress Update Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | % Complete | Completion Date | RAG   | Evidence |  |             |                        |
| We recommend that the Service reassess the impact of High Rise Operational Assurance Visits on capacity and explore the concept of a risk based inspection approach that embraces safety and assurance whilst not being overly burdensome.                     | 3          | Undertake a review of High Rise Operational Assurance processes and establish a sustainable (including risk based) model for the delivery of highrise risk profiling and inspections.                                 | Head of Prevention, Protection and Preparedness, Kenny Barbour | Mar-25   | Mar-26           | In Progress | <p>23 June 2025: The working group has progressed from its planning phase to actions, with a pilot program being implemented across several Local Senior Officer (LSO) Areas.</p> <p>Timeline and Phases</p> <p>Phase 1: Initial planning and pilot review (January 1st – March 31st)</p> <p>Phase 2: Implementation of revised procedures (April 1st – June 30th) (for a pilot program in selected Local Senior Officer Areas)</p> <p>Phase 3: Introduction of risk-weighted checklist (July 1st – September 30th)</p> <p>Phase 4: Frequency amendment based on new checklist (October 1st – December 31st)</p> <p>Review Stage: Evaluation (January 1st – February 28th, 2026)</p> <p>Implementation stage : Outcomes from evaluation of pilot program embedded within revised Operational Assurance Visit (OAV) Procedure and training provided to all Local Senior Officer Areas. (Feb 28th – March 2026)</p> <p>All aims were met by each Local Senior Officer Area by March 31st 2025 and Phase 2 is now underway.</p> <p>The Chair of the working group is producing an interim report for each Phase and the first published in May reportable to the Protection Functional Management Team.</p> <p>This action has moved from green to amber due to the slip in original timescale, resulting from the work moving from the planning phase to actions and a further revised due date of March 2026 has been proposed.</p> <p>[Proposed revised due date from 31 March 2025 to 31 March 2026]</p> <p><b>26 August 2025: The Working Group continues to progress largely on schedule. The draft report for Phase 1 is due for imminent release to the Protection Management Team and a vice chair has been appointed to assist with keeping work on schedule. The next Working Group meeting has been delayed due to Summer annual leave and competing demands, including promotion processes and key Strategic Service Review Programme (SSRP) work taking priority during July, however, no further overall delay of the timeline is anticipated.</b></p> <p><b>Tasks for Phase 3 are as previously detailed with additional collaborative work due to take place with the Chair, Community Risk Management and Preparedness Function to provide a risk weighted checklist that will support frequency change in line with National Fire Chiefs Council (NFCC) Guidelines.</b></p> <p><b>This action has moved from amber to green as a result of the previously agreed revised timescales and the work now being on track for completion by March 2026.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 75%        | N/A             | Green |          |  |             |                        |
| We recommend that the Service reviews the West Service Delivery Area Fire Station condition surveys to understand the areas of most pressure regarding dignified facilities and contaminants to explore any possible interim mitigation measures.              | 6          | Review West Service Delivery Area (WSDA) fire station condition surveys to understand the areas of most pressure regarding dignified facilities and contaminants to explore any possible interim mitigation measures. | Head of Asset Management, Ijaz Bashir                          | Jun-25   | Dec-25           | Complete    | <p>23 June 2025: The Risk Based Capital Investment Plan 2025 has been completed and the risk based approach has prioritised capital projects for the three year capital plan. This takes account of condition, suitability, operational activity, gender of crews and availability of dignified facilities. Reinforced Aerated Autoclaved Concrete is a significant issue for property together with contaminant control and provision of dignified welfare facilities. Thirteen stations have still to have Reinforced Aerated Autoclaved Concrete remediation or replacement. A five year plan for remediation or replacement has been set.</p> <p>The redesignation of smaller buildings appropriate as vehicle garages, gear stores will enable greater focus on stations.</p> <p>This action has moved from green to amber as it is determined that the work will move beyond the original due date. A revised due date of 31 December 2025 has been proposed.</p> <p>[Proposed revised due date from 30 June 2025 to 31 December 2025.]</p> <p><b>26 August 2025: Safety and Assurance have issued the Fire Contaminants Management Arrangement incorporating Premises Specific Risk Assessment and Premises Zoning Guidance which is being implemented by Premises Responsible Persons at all premises and any ad hoc Property Adaptations required to facilitate are being collated by the Contaminants group for assessment and to inform any funding business case required.</b></p> <p><b>All Stations have been reviewed in terms of Dignified Facilities and whilst not to the services adopted standards for new build of single occupancy gender neutral facilities, all Wholetime stations in the West Service Delivery Area have dedicated Male/Female Toilet and Shower provision. All On-Call properties in the West, bar 4 non-fire station establishments (sheds), have either dedicated Male/Female or single occupancy gender neutral toilets and all bar the above mentioned 4 sheds and the two garage style Volunteer properties at Bunessan and Port Ellen have either dedicated Male/Female or single occupancy gender neutral showers. The Dignified Facilities/Contaminant Control reconfiguration at Calton Fire Station is currently in progress and a Planning Application for the reconfiguration of Kilmarnock Fire Station has been submitted with a view to commencing project this year. Recent Modernisation projects to reconfigure existing stations for Contaminant Control/Dignified Facilities are averaging circa £3M for a Wholetime station and £1M-£1.5M for an On-Call station. Progress is limited by available funding and other priorities within the Service. There are no low cost measures that are not already implemented to increase/improve/upgrade facilities and even temporary accommodation style solutions can cost up to mid-six figures to implement</b></p> <p><b>We await the outcome of the Premises Risk Assessment and Zoning exercise to identify any works required at individual stations to facilitate the implementation of the contaminant management arrangements and continue to progress program of reconfiguration across the estate as funding permits.</b></p> <p><b>This action has been marked blue and is now complete with any further works being undertaken as business as usual (BAU).</b></p> | 100%       |                 | Blue  |          |  |             |                        |
| We recommend that the Service review the existing practices and processes within the West Service Delivery Area for vehicle management with the Central Fleet partner in order that increased local administration and responsibility of vehicles be explored. | 9          | Review existing practices and processes within the West Service delivery Area (WSDA) for vehicle management with the Central Fleet Partner.                                                                           | Head of Asset Management, Ijaz Bashir                          | Apr-25   | Dec-25           | In Progress | <p>23 June 2025: The Light Fleet Review paper has been updated to reflect inclusion of potential leased vehicles to Flexi Duty Managers. The Fleet restructure will also allow more staff resource to be allocated to vehicle management.</p> <p>Recruitment for the fleet restructure is underway and will enable more focussed teams within Fleet to address systems and data management, as well as the commissioning of new vehicles to be delivered to operational locations more effectively.</p> <p>This action has moved from green to amber as it is determined that the work will move beyond the original due date. A revised due date of 31 December 2025 has been proposed.</p> <p>[Proposed revised due date from 30 April 2025 to 31 December 2025.]</p> <p><b>26 August 2025: Initial interviews have taken place for Fleet Manager and Deputy Fleet Manager. A final candidate will be interviewed by end of August and thereafter a cascade of posts will be interviewed. The Light Fleet Review paper will be presented to Service Delivery Board (SDB) on 14 October 2025. A review of latest Automatic Vehicle Location System (AVLS) data is being carried out with the assistance of Operations Function colleagues. Potential savings in Light Fleet will be finalised and included within the SDB paper.</b></p> <p><b>This action remains amber and work is continuing towards the previously agreed revised due date of December 2025.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 65%        |                 | Amber |          |  |             |                        |
| We recommend that the Service standardise the recording of equipment testing with a national electronic system as soon as possible.                                                                                                                            | 11         | Standardise the recording of equipment testing with a national electronic system.                                                                                                                                     | Head of Asset Management, Ijaz Bashir                          | Sep-25   | Dec-25           | In Progress | <p>23 June 2025: Review of potential systems to address equipment testing in a corporate system is still under review. The possible migration of Tranman to Transend (Cloud based) may provide a solution, however, there will need to be a full assessment of the capability of this system.</p> <p>There will be challenges to ensure data within SFRS version of Tranman can migrate to Transend and whether the adopt not adapt format of Transend will result in a change of processes within SFRS.</p> <p>Civica to provide a focused demonstration of Transend to SFRS senior users of Tranman.</p> <p>This action has moved from green to amber as it is determined that the work will move beyond the original due date. A revised due date of 31 December 2025 has been proposed.</p> <p>[Proposed revised due date from 30 September 2025 to 31 December 2025.]</p> <p><b>26 August 2025: A Tranman User Group has been established and a tailored demonstration of Transend, including the use of digital recording of equipment was given by Civica on 17 July 2025. The migration to Transend will require input from Procurement to determine if a direct award can be completed or if this can be carried out as part of existing contractor. Civica are arranging contact with Mid and West Wales Fire and Rescue Service who have gone live with Transend.</b></p> <p><b>This action remains Amber and work is continuing towards the previously agreed revised due date of December 2025.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 60%        |                 | Amber |          |  |             |                        |



|                                                                                                                                                                                                                                                                  |      |                                                                                                                                                                                                                                                                               |                                                        |        |                  |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |      |  |       |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------|------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--|-------|--|
| We recommend that the Service should review its consultation and liaison process to ensure that the staff at Johnstone Operations Control are provided with enough 'lead' time to prepare and train for policy and procedural changes.                           | 17   | Review existing procedure within Operations Control for the creation, consultation and implementation of new or revised policy and procedures.                                                                                                                                | Head of Operations,<br>Garry Mackay                    | Sep-24 | Aug-25           | Complete    | <p>23 June 2025: The Operations Control Document Conversion Project team has successfully identified all key documents requiring review and redrafting. An initial draft of a Call Handling and Incident Response Policy and Operational Guidance has been created, aiming to replace the two associated Control Operating Procedures. An engagement session with Operations Control managers has been conducted, providing an overview of The Operations Control Document Conversion Project objectives and initial progress. The review process for Operations Control documents will align with the operational Document Conversion Project documents, with continuous availability for peer review and feedback. Feedback from Subject Matter Experts within Operations Control will be actively sought and incorporated into all draft documents prior to publication. Approximately 10% of the document revision has been completed.</p> <p>The primary challenge encountered has been aligning the review timelines with competing operational priorities. Resource allocation has been stretched. Differing incident responses currently operating within Service Delivery Areas present a notable challenge, and the team is actively gathering information on these differences to ensure national alignment where possible. The timeline for releasing the first phase of documents is targeted for August 2025.</p> <p>This action remains amber due to the slip in original timescale however work is progressing towards completion by the previously agreed revised due date of 31 August 2025.</p> <p><b>26 August 2025: Operations Control (OC) have a Subject Matter Expert (SME) embedded with the Operations Policy and Procedure Team affording early insight to changes in Policy and Procedure. The OC SME highlights where policy and procedural changes impacts Operations Control directly ensuring that an appropriate timeframe for informing of change, training needs and any systems changes are met. Whilst this allows a suitable lead timeframe for the creation, consultation and implementation of new or revised policy and procedures, it must be noted that there are changes that require to be implemented at short notice, namely critical safety changes or new resources. These short notice changes are supported with the use of Service Delivery Alerts, Awareness Briefings and input at Watch level to ensure both understanding of short notice change and maintaining welfare of personnel.</b></p> <p><b>This action has been marked blue and is now complete.</b></p> | 100% |  | Blue  |  |
| We recommend that the Service should review its current partnership commitment within the West Service Delivery Area to gauge its investment in capacity and resources versus the added value to outcomes realised by the Service and the communities it serves. | 19.1 | Develop a principle based guidance document that enables the Service to manage and record partnership relationships effectively.                                                                                                                                              | Head of Corporate Governance,<br>Richard Whetton       | Mar-25 | Sep-25<br>Dec-25 | In Progress | <p>23 June 2025: Development of a principle-based guidance document that clearly defines our responsibilities/expectations to partnership guidance and provides an interim process to measure it is underway. This work is running behind schedule as the Team's focus has been on the development of the SFRS Strategy 2025-28. Development of the Strategy is being carried out to significantly reduced timescales and has also led to the need to develop a Three-Year Delivery Programme and revised Performance Management Framework. It is expected that Team capacity will be available over the coming weeks when work on the principle-based guidance document will be recommence. The aim is to have the document ready for September 2025.</p> <p>This action remains amber due to the delay as a result of conflicting work priorities. A revised due date of September 2025 has been proposed.</p> <p>[Proposed revised due date from March 2025 to September 2025.]</p> <p><b>26 August 2025: As above, the development of the guidance document had previously been delayed as the Team's focus has been on the development of the SFRS Strategy 2025-28 and accompanying SFRS Three-Year Delivery Plan. The Strategy was published on 7 July 2025 and now, following a period of staff leave, work will recommence on the guidance document. Due to the extended delay, the deadline for this piece of work has been extended to December 2025.</b></p> <p><b>This action remains amber due to the delay as a result of conflicting work priorities.</b></p> <p><b>[Proposed revised due date from September to December 2025]</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 55%  |  | Amber |  |
|                                                                                                                                                                                                                                                                  | 19.2 | Apply the principle based guidance documents and reporting process to review current partnership commitments within the West Service Delivery Area.                                                                                                                           | Deputy Assistant Chief Officer (West),<br>Ian McMeekin | Mar-26 |                  | In Progress | <p>23 June 2025: This action is co-dependent, and therefore work will commence, on the completion on the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively (Action 19.1).</p> <p>This action remains green and work will commence pending the completion of the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively.</p> <p><b>26 August 2025: As per the previous quarterly update, this action is co-dependent, and therefore work will commence, on the completion on the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively (Action 19.1).</b></p> <p><b>This action remains green and work will commence pending the completion of the development of a principle-based guidance document that enables the Service to manage and record partnership relationships effectively.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 0%   |  | Green |  |
| We recommend that the Service should conduct a review of its leadership and management development processes to provide a national standard and syllabus for delivery at all levels.                                                                             | 20   | Review SFRS Leadership and Management development processes to provide a national standard and syllabus for delivery at all levels.                                                                                                                                           | Head of People,<br>Fiona Munro                         | May-25 | Sep-26           | In Progress | <p>23 June 2025: Day 1 People Essentials continues to be offered to existing and newly promoted supervisory managers. Alternative delivery models are being piloted in Western Isles, Orkney and Shetland. Feedback is continuing to be reviewed and content/ delivery adjusted accordingly. Day 2 content is being finalised and discussion have taken place to confirm day 3 content.</p> <p>Challenges with resources and capacity for supervisory managers attendance continued to impact delivery.</p> <p>This work, whilst continuing, will be reviewed as part of the Culture Development Group reset.</p> <p>This action remains green as this is a long-term service-wide piece of work which will continue until the previously revised due date.</p> <p><b>26 August 2025: Progress has been made and the next priorities for Management and Leadership Development form part of the Leadership &amp; Culture Programme Review and Reset, which is currently taking place. A group is being established to bring together interventions being delivered locally and those being delivered nationally into a consistent Service-wide Programme. The initial meeting will take place in late August 2025.</b></p> <p><b>This action remains green with work ongoing towards the previously revised due date of September 2026.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 40%  |  | Green |  |
| We recommend that the Service should review the national recruitment standards and Terms and Conditions (T&Cs) with a view to exploring, development an implementing pragmatic and alternative solutions for local recruitment.                                  | 21   | Review the national recruitment standards and Terms and Conditions (T&Cs) with a view to exploring, development an implementing pragmatic and alternative solutions for local recruitment.                                                                                    | Head of People,<br>Fiona Munro                         | May-25 | Apr-26           | In Progress | <p>23 June 2025: Progress has continued with the purchase of ALICE, an Artificial Intelligence (AI) tool to support the shortlisting of applications. Work has continued on the web based guidance/ information and the development of application questions with the focus on values and behaviours.</p> <p>There are no specific challenges at this time; work has been phased to address any resource challenges.</p> <p>This action remains green with work continuing towards the previously revised due date of April 2026.</p> <p><b>26 August 2026: A cross-functional working group has developed new engagement materials and are leading the implementation of improvements to the Service's attraction and selection processes ahead of the next Wholetime Firefighter recruitment process in August 2026. Improvements and changes will be introduced on a phased basis over forthcoming recruitment windows. The ALICE tool was piloted during the Station Commander promotional process, ahead of its use for Wholetime Firefighter recruitment. There have been no significant challenges at this time and the next step is progressing to Wholetime recruitment in August 2026.</b></p> <p><b>This action remains green with work ongoing towards the previously revised due date of April 2026.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 60%  |  | Green |  |
| We recommend that the Service review its management and governance structure with a view to identifying improvements, which would give staff more local responsibility, autonomy and flexibility.                                                                | 23   | Undertake a series of Focus Groups to inform a review of governance structures and processes within the West Service Delivery Area.                                                                                                                                           | Head of Corporate Governance,<br>Richard Whetton       | Aug-25 |                  | Complete    | <p>23 June 2025: The second session with new Deputy Assistant Chief Officer (DACO) is planned for June 2025 and a report will be produced with findings and any recommendations in July 2025.</p> <p>This action remains green and is progressing as per the original timescale.</p> <p><b>26 August 2025: In discussion with DACO McMeekin, a paper with recommendations for governance changes has been produced. Any changes are proposed to be phased in over the rest of 2025.</b></p> <p><b>This action has been marked blue and is now complete.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 100% |  | Blue  |  |
| We recommend that the Service review the implementation of Operational Assurance Policy and practice within the West Service Delivery Area in order that improvement and development of local and organisation learning be realised.                             | 29   | Operational Assurance will consider conducting a thematic review of the implementation of Operational Assurance Policies and practice in the West Service Delivery Area (WSDA), (this will be determined on completion of the ongoing HMFSI Operational Assurance Inspection) | Head of Safety and Assurance, Jim Holden               | Mar-26 |                  | In Progress | <p>23 June 2025: The HMFSI Operational Assurance report is in the Consultation stage with the aim to publish in October 2025. The HMFSI Operational Assurance report deadlines have been extended due to the involvement of Safety and Assurance personnel in the Health and Wellbeing Recovery Project.</p> <p>Work for this action has not yet begun due to the delay in publication of the HMFSI Operational Assurance report, however, this action currently remains within the original timescales set.</p> <p>This action remains green and work will begin on publication of the HMFSI Operational Assurance Report.</p> <p><b>26 August 2025: Safety and Assurance are currently awaiting the HMFSI Operational Assurance Inspection Report with a view to cross-referencing to see if a national outcome can be aligned to this HMSFI West Service Delivery Area Inspection Report recommendation. Once the final HMFSI Operational Assurance Inspection Report has been published, Safety and Assurance will develop an Action Plan with a view to encompassing this action within it.</b></p> <p><b>This action remains green and work will continue on publication of the HMFSI Operational Assurance Report.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 10%  |  | Green |  |



|                                                                                                                                                                                                                                                                                                                  |    |                                                                                                                                                                                                                                                                                        |                                                                                                                                   |        |        |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |      |        |          |                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------|--------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| We recommend that the Service provides clarity on the expected business planning processes to be adopted in the coming years, and how they should align to the Good Governance Framework. All agreed processes should then be reinvigorated and clearly communicated across all Service Delivery Areas.          | 1  | Contact Deputy Assistant Chief Officers and Local Senior Officers to provide clarity on the forthcoming business planning arrangements, including the development timeline for the revision and publication of Local Fire and Rescue Plans that align with the Strategic Plan 2025-28. | Head of Corporate Governance, Richard Whetton                                                                                     | Dec-24 |        | Complete    | 17 February 2025: Local Senior Officers and Deputy Assistant Chief Officers were emailed in November 2024 and provided with an update on the development of the SFRS Strategy and, in turn, Local Fire and Rescue Plans. This was followed up by a more detailed email in January which provided links to a range of material including information on the business planning process and a detailed timeline for the development of our business planning documents, including the SFRS Strategy and Local Fire and Rescue Plans. This action is complete and has been marked blue.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100% | N/A    | Complete | Email to Local Senior Officers and Deputy Assistance Chief Officers dated November 2024.<br>Email to Local Senior Officers and Deputy Assistance Chief Officers dated January 2025 with link to iHub page with detailed timeline and the business planning process information contained within the draft SFRS Strategy. |
| We recommend that the Service review the impact of the Chief Officer's fund being removed within the West Service Delivery Area and that guidance is provided to all staff as to how this resourcing should be replaced.                                                                                         | 2  | Review the impact of the Chief Officer's fund being removed within the West Service Delivery Area and determine how this resource may be replaced. Ensure full guidance is provided to all staff on completion of review.                                                              | Head of Finance and Procurement, Lynne McGeough                                                                                   | Mar-25 |        | Complete    | 23 June 2025: A review through engagement with Local Senior Officer areas was undertaken and resulted in limited impact being noted, with areas focusing on how to support local areas through use of premises / buildings. Areas have also refocused attention on securing external funding to assist in being able to fund projects that have previously been funded through the Chief Officer's fund. In other cases bottom line budgeting has been used and costs have been offset with savings elsewhere within the Area. Current financial challenges impact the availability of this fund, however, since the removal of the fund other options have been explored and exercised and there has been no impact to service provision. It is suggested that current options be continued and external funding explored where available. This action is now complete and has been marked blue.                                                                                                                                                                                                                                                         | 100% | Jun-25 | Complete |                                                                                                                                                                                                                                                                                                                          |
| We recommend that the West Service Delivery Area review the hazards within their area and confirm that specific operational procedures have been developed, if it is deemed that they are not covered entirely by generic standard operational procedures. (Local Action)                                        | 4  | Review the current/future strategy for Standard Operating Procedures (SOPs) and the requirements for individual site specific procedures to identify specific risks within the Service Delivery Area which could require a site specific Standard Operating Procedure (SOP).           | Deputy Assistant Chief Officer (West), Stephen Wright                                                                             | Jan-25 |        | Complete    | 17 February 2025: As part of the Document Conversion project being carried out by the Operations Directorate, a review of all Standard Operating Procedures (SOPs) is being carried out to streamline the guidance to operational personnel at an operational incident. It is envisaged that there will not be a requirement for site specific Standard Operating Procedures (SOPs) for individual specific risks as the current process for gathering information on these risks is deemed to be appropriate for operational personnel. This information is gathered via existing operational intelligence, civil contingency partnership arrangements e.g. Multi-Agency Incident Response Guides (MAIRGs) and ongoing information update practices to operational crews from the premises responsible persons. This action is now complete and has been marked blue.                                                                                                                                                                                                                                                                                    | 100% | Jan-25 | Complete |                                                                                                                                                                                                                                                                                                                          |
| We recommend that the Service review its Fire Appliance Driver and Specialist capacity to understand the areas of most pressure and apply mitigation to allow firefighters to practice more variety and on a more regular basis.                                                                                 | 5  | Review the Fire Appliance Driver and Specialist capacity to understand the areas of most pressure and apply mitigation to allow firefighters to practice more variety and on a more regular basis.                                                                                     | Head of Training, Craig McGoldrick / Deputy Assistant Chief Officer (West), Stephen Wright / Operational Availability Group (OAG) | Nov-24 |        | Complete    | 17 February 2025: There is a current review (OAG Action) of drivers within each Watch and Station to understand any gaps and identify specific priorities. A criterion of one driver per appliance plus an additional driver per Watch for resilience is considered as the benchmark. Once the gap analysis is completed, engagement with the Training Function will take place to agree Training Needs Analysis (TNA) and priority for Watches and Stations accordingly. Mitigation is also considered for specific stations where there is the opportunity to use (i) CC drivers and (ii) Firefighters (FFs) in development who are also competent On Call FF drivers. It is proposed that this action should be closed as work is already being fully addressed via the Operational Availability Group (OAG).                                                                                                                                                                                                                                                                                                                                          | 100% | Nov-24 | Complete |                                                                                                                                                                                                                                                                                                                          |
| We recommend that the Service resolves the RAAC roofing problems at the affected stations as a matter of urgency (West SDA).                                                                                                                                                                                     | 7  | Identify solutions for permanent resolutions to those stations in the West SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.                                                                                                                                        | Head of Asset Management, Ijaz Bashir                                                                                             | Jun-25 | Dec-25 | In Progress | 23 June 2025: Stewarton – A site search has identified a number of possible new build sites and these have been reviewed by service delivery for operational suitability. On approval of preferred site, property services will commence due diligence and negotiations with the land owner to secure the site for future construction. The remaining three sites - Cumbernauld, Helensburgh and Milngavie - continue to be regularly inspected to monitor their condition, and we have options to resolve, through either new build or remediation, which will be progressed dependent upon the outcomes of the Strategic Service Review Programme. CORPORATE BOARD UPDATE: There is clear evidence that the recommendation has been given due regard and that the work to Identify solutions for permanent resolutions to those stations in the West SDA that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing was fully scoped and is underway. The work is well established and being monitored. As such, this action is determined as closed, and future work will be undertaken as 'business as usual' and will be monitored accordingly. | 100% |        | Complete |                                                                                                                                                                                                                                                                                                                          |
| We recommend that the Service review the existing practices and processes within the West Service Delivery Area for property maintenance with the Central Property partner in order that increased local administration and responsibility of property be explored.                                              | 8  | Review existing practices and processes within the West Service delivery Area (WSDA) for property maintenance with the Central Property Partner.                                                                                                                                       | Head of Asset Management, Ijaz Bashir                                                                                             | Jun-25 |        | In Progress | 23 June 2025: The Regional Property Manager provides scheduled updates on minor works and repairs and maintenance orders as part communication to Local Senior Officers (LSOs). The Regional Property Manager meets with the Central Property Partner every week, alternating between Repairs and Maintenance and Minor Works agendas. All Stations have access to the Property Portal on Civica Asset Management System to raise issues directly to the Central Property Partner. This action is now complete and has been marked blue.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100% |        | Complete |                                                                                                                                                                                                                                                                                                                          |
| We recommend that the Service reviews the existing practices and processes for equipment provision and maintenance within the West Service Delivery Area with the Central Equipment partner in order that increased local administration and responsibility of equipment can be realised.                        | 10 | Review existing practices and processes within the West Service Delivery Area (WSDA) for equipment provision and maintenance with the Central Equipment Partner.                                                                                                                       | Head of Asset Management, Ijaz Bashir                                                                                             | Apr-25 |        | Complete    | 17 February 2025: Asset Management (Equipment Section) ensures that equipment is inspected through a national contract together with maintenance in line with operational appliance schedules. Processes are in place and performance of the contract is monitored together with review to ensure equipment is kept within certification. Feedback from quarterly Deputy Assistant Chief Officer (DACO) meetings is taken onboard. It is proposed that this action is closed. This action is now complete and has been marked blue.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100% | Jan-25 | Complete |                                                                                                                                                                                                                                                                                                                          |
| We recommend that the Service reviews the existing Breathing Apparatus provision within Volunteer Stations to satisfy itself that training, testing and maintenance is being conducted to an acceptable standard and that the capability can be deployed safely within existing policy and operational guidance. | 12 | Review existing Breathing Apparatus provision in On-call (volunteer) stations and confirm appropriate action to address inconsistencies to provide a standard approach that meets acceptable standards.                                                                                | Head of Operations, Garry Mackay                                                                                                  | Feb-25 |        | Complete    | 17 February 25: There are processes in place for the review and monitoring the competence of Breathing Apparatus (BA) wearers, this is managed locally at Local Senior Officer (LSO) level and where wearers are not considered competent then the capability is removed from the rostering system. This will remove the appliance from the mobilising system should the deficiency result in unsafe crewing levels. There are also local arrangements to support the testing and cleaning of Breathing Apparatus (BA) sets and associated equipment. This is further supported by the Training Function with Breathing Apparatus (BA) refresher program and instructors able to provide support to the more remote areas in conjunction with the Local Senior Officer (LSO). Operations are working with Assets in the procurement of replacement Breathing Apparatus (BA) sets. This review will include the distribution of Breathing Apparatus sets and their operation, and will align with the Strategic Service Review Programme (SSRP). This action is now complete and has been marked blue.                                                     | 100% | Jan-25 | Complete |                                                                                                                                                                                                                                                                                                                          |
| We recommend that the West Service Delivery Area reviews the existing Safe Working at Height provision within Dumfries & Galloway and develop an improvement plan for consistent maintenance of skills and service delivery.                                                                                     | 13 | Review existing Safe Working at Height provision and confirm appropriate action to address inconsistencies to provide a standard approach to type and use of the equipment.                                                                                                            | Head of Operations, Garry Mackay / Deputy Assistant Chief Officer (West), Stephen Wright                                          | Jan-25 |        | Complete    | 17 February 25: A national review of Safe Working At Heights (SWAH) provision has been undertaken across the SFRS, specifically in the West Service Delivery Area (SDA) where there have been realignments scheduled for the stations within Dumfries. This will realign the current provision to new Tier 1 and Tier 2 capabilities which will be standardised across Scotland. Safe Working At Heights (SWAH) Tier 2 training - All wholetime watches at Dumfries will have their training completed by late April/early May. Dumfries On call, alongside Moffat and Newton Stewart personnel will work to Tier 2 within training year 2025/26. Tier 1 identified stations will be skilled locally, by Training. Asset Management have new Safe Working At Heights (SWAH) equipment for Tier 1 and 2 will be provided and this will go live on completion of the respective training. This action is now complete and has been marked blue.                                                                                                                                                                                                             | 100% | Jan-25 | Complete |                                                                                                                                                                                                                                                                                                                          |
| We recommend that the Service investigate the application of the national laundry contract processes and look to explore improvements within the West Service Delivery Area.                                                                                                                                     | 14 | Undertake a review of the application of the national laundry contract processes and make recommendations for improvement where necessary.                                                                                                                                             | Head of Asset Management, Ijaz Bashir                                                                                             | Apr-25 |        | Complete    | 17 February 2025: The standardised laundry contract currently in place has been reviewed and operates to the contract terms of 7 days from point of receipt at laundry facility to return to SFRS hubs. The provision of additional reserve Personal Protective Equipment (PPE) assists in ensuring availability. The performance of the contract continues to be monitored. It is proposed that this action is closed as appropriate monitoring is in place. This action is now complete and has been marked blue.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 100% | Jan-25 | Complete |                                                                                                                                                                                                                                                                                                                          |
| We recommend that the Service completes its review of the Functional Management structure within Johnstone Operations Control to ensure staff are being supported and operational preparedness is being delivered in the most efficient and effective way.                                                       | 15 | Review of National Operations Control Structure to ensure sufficient fire control employees to provide a resilient Fire Control.                                                                                                                                                       | Head of Operations, Garry Mackay                                                                                                  | Jan-25 |        | Complete    | 17 February 25: A review of the Operations Control (OC) Structure has taken place over the past year incorporating full consultation with Operations Control (OC) personnel and Representative Bodies. This work has been supported by the People Directorate. A business case was submitted to the Strategic Leadership Team Meeting on 17th December 2024. Further information was requested and this was re-submitted to the January 2025 Strategic Leadership team Meeting for approval. This action is complete in terms of the review of the national Operations Control Structure and has been marked blue.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 100% | Jan-25 | Complete |                                                                                                                                                                                                                                                                                                                          |



|                                                                                                                                                                                                                                                                             |    |                                                                                                                                                                                                                                          |                                                                                                  |        |        |          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |      |        |          |  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------|--------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|--------|----------|--|
| We recommend that the West Service Delivery Area should seek to strengthen and improve the operational and managerial links to Johnstone Operations Control to improve operational preparedness and delivery. (Local)                                                       | 16 | Consider how to improve existing relationships between Local Senior Officer management teams and station personnel to improve operational and management links.                                                                          | Deputy Assistant Chief Officer (West),<br>Stephen Wright                                         | Jan-25 |        | Complete | 17 February 2025: Engagement has taken place with West Service Delivery Area (SDA) Local Senior Officers (LSOs) and senior Johnstone Operations Control (JOC) staff to consider how best to strengthen these links.<br>The main challenge is capacity to release Operations Control (OC) staff to participate in any other engagement out with Johnstone Operations Control.<br>Johnstone Operations Control (JOC) staff were invited and participated in the recent multi agency exercise at Faslane which was very successful and invites will continue for future internal and external exercises.<br>Senior Johnstone Operations Control (JOC) staff will be invited to future Service Delivery Area (SDA) and Local Senior Officer (LSO) management team meetings to enable national and local engagement and updates to take place.<br>In addition station visits to Johnstone Operations Control (JOC) are being arranged for 2025 and West Flexi Duty Manager (FDM) visits to Incident Support Room (ISR) familiarisation sessions.<br>It is proposed that this action is closed and progressed as Business As Usual (BAU).<br>A schedule of visitations from Operational Station Personnel have been on-going over the past year co-ordinated by Johnstone Operations Control (JOC). These visitations will continue as required. At present a schedule is being arranged for Incident Support Room visits for Operational Flexi-Duty Officer Groups to improve operational preparedness and enhance management links.<br>This action has been completed and has been marked blue with further work being undertaken as Business As Usual.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 100% | Jan-25 | Complete |  |
| We recommend that the Service should review its consultation, communication and liaison process to ensure the staff and partners are fully engaged in future substantial change processes.                                                                                  | 18 | Implement Consultation Policy that aligns with the Communications Strategy to guide communications and engagement planning for significant change plans, including a debrief process.                                                    | Head of Communications,<br>Marysia Watters                                                       | Sep-24 |        | Complete | 17 February 2025: A debrief was held within the communications department following the implementation of the operational changes to identify lessons learned and reports were shared with the Strategic Leadership Team (SLT).<br>This has been used to inform our approach to development of options for consultation and to ensure that SFRS adheres to the staff first principle enshrines in the SFRS Communications Strategy.<br>This action is complete and has been marked blue.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 100% | Sep-24 | Complete |  |
| We recommend that the Service review its engagement strategy with a view to improving the visibility of Strategic Management at local level.                                                                                                                                | 22 | SFRS Communications and Engagement strategy has been reviewed to ensure it meets the needs of the organisation. Internal communication framework is to be developed.                                                                     | Head of Communications,<br>Marysia Waters                                                        | Mar-25 |        | Complete | 17 February 2025: The Draft Internal Communications Framework will go to Corporate Board in February 2025.<br>This action is progressing and has been marked green.<br>23 June 2025: The Internal Communications Framework is completed and currently going through the governance process. It is scheduled to go Corporate Board in June for final approval.<br>This action is now complete and has been marked blue.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 100% |        | Complete |  |
| We recommend that the West Service Delivery Area reviews its delivery of Core Skill TFoC training with improvement in completion at Volunteer Duty System stations deemed a priority. (Local Action)                                                                        | 24 | Review current strategy for training delivery of Training for Operational Competence (TFoC) Core Skill training for Volunteer Duty System (VDS) staff.                                                                                   | Head of Training, Craig McGoldrick<br>Deputy Assistant Chief Officer (West),<br>Stephen Wright / | Jan-25 |        | Complete | 17 February 2025: A review will be instigated by Local Senior Officer (LSO) Area teams responsible for Volunteer Duty System (VDS) stations, with specific focus on Training for Operational Competence (TFoC) module requirements tailored to their station risk profiles.<br>Once completed, robust monitoring and management of Volunteer Duty System (VDS) station quarterly training performance is required by Local Senior Officer (LSO) Area teams and the Training Function will support the amendment of station specific Training for Operational Competence (TFoC)<br>It is proposed that this action should be closed, and work should be considered as business as usual (BAU).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 100% | Jan-25 | Complete |  |
| We recommend that the Service review its delivery of core skill refresher training with improvement in West Service Delivery Area Breathing Apparatus Compartment Fire and Tactical Ventilation courses and all skills at Volunteer Duty System stations deemed a priority. | 25 | Review current strategy for training delivery of Training for Operational Competence (TFoC) Core Skill refresher training regarding Breathing Apparatus Compartment Fire and Tactical Ventilation for Volunteer Duty System (VDS) staff. | Head of Training,<br>Craig McGoldrick                                                            | Nov-24 |        | Complete | 17 February 2025: It should be noted that since the HMFSI field work, the Service has implemented a Breathing Apparatus (BA) Recovery Programme which will see all qualified Breathing Apparatus (BA) wearers attend a revised 3:1 Course to address competency gaps.<br>The Breathing Apparatus (BA) Recovery Programme will be reported, with full updates provided, via Training Functional Management Team (FMT) and the Training Safety and Assurance Directorate Management Team (DMT) (governance and scrutiny).<br>It is proposed that this action should be closed as work is being undertaken and scrutinised through established governance routes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100% | Nov-24 | Complete |  |
| We recommend that the Service review its delivery of specialist skill refresher training with improvement in WSDA Heavy Rescue and USAR required.                                                                                                                           | 26 | Review delivery of specialist skill refresher training with specific improvement in Heavy Rescue and Urban Search and Rescue (USAR).                                                                                                     | Head of Training,<br>Craig McGoldrick                                                            | Nov-24 |        | Complete | 17 February 2025: The data used by HMFSI for their inspection report was from the 2022/23 Key Performance Indicator (KPI) reporting and it should be noted that since the HMFSI field work, the reporting data for Heavy Rescue and Urban Search and Rescue (USAR) now have a competency percentage of 125% and 99% respectively.<br>It is proposed that this action should be closed as work has been undertaken and refresher training for Heavy Rescue and Urban Search and Rescue has continued to be undertaken and competency levels have been attained.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 100% | Nov-24 | Complete |  |
| We recommend that the Service review the provision of TSFF training and explore the delivery of WSDA acquisition and refresher courses in the future.                                                                                                                       | 27 | Review the provision of Tactical Ship Firefighting (TSFF) training and explore the delivery of acquisition and refresher courses.                                                                                                        | Head of Training,<br>Ross Robison                                                                | Nov-24 | Mar-25 | Complete | 17 February 2025: The Options Paper has now been approved through the Operations Function governance route with a review of the provision. Tactical Advisor (TacAd) capability will be developed nationally, including Wildfire capability development.<br>Options for outsourcing of initial Tactical Advisor courses is being explored for delivery in 2024/25 Quarter 4, prior to development of internal Tactical Advisor course to be delivered thereafter.<br>Requirement for instructor development to allow delivery of Tactical Ship Firefighting (TSFF) is being considered as part of 2025/26 planning.<br>This action has moved from green to amber due to the slip in original timescale and a revised due date has been proposed.<br>[Proposed revised due date from November 2024 to March 2025]<br>23 June 2025: It is proposed that this action should be closed.<br>A joint review of the SFRS Marine Capability was carried out by Operations Function and supported by Training Function specialist skill leads.<br><br>To meet the findings of the review:<br>Year 1 focus on Command & Control aspects<br>▪ SFRS Training Function facilitated and delivered acquisition training to upskill and qualify 12 x Marine Tactical Advisors. These Flexi Duty Officers now provide 24/7 coverage across our Incident Command System (Completed March 2025). (link to Course outcomes as evidence).<br>▪ To enhance the knowledge and understanding of Operational staff, Training Function E-Learning & Development designed and launched a Maritime Case Study which is now available on our SFRS Learning Content Management System (LCMS) platform, created via cutting-edge XVR Immersive Software (link as evidence).<br><br>Future planned work, to go beyond the recommendation/action, includes:<br>▪ The Training Function intends to review the current Marine National Training Standard as part of an upcoming National Training Standards Review Project.<br>▪ Operations and Training continue to ensure alignment in the support of the roll out of additional Marine capabilities (Operations Strategy), this will be driven by Policy and Operational Procedure reviews.<br><br>This action is now complete and has been marked blue. | 100% | Mar-25 | Complete |  |
| We recommend that the Service implement and resource the new SFRS Training Vision and Strategy in its entirety, in order that both historic and contemporary areas of improvement be upgraded and that evaluation of this be completed.                                     | 28 | Implement and resource the new SFRS Training Vision and Strategy.                                                                                                                                                                        | Head of Training,<br>Craig McGoldrick                                                            | Nov-24 |        | Complete | 17 February 2025: The Training Vision and Strategy (TVS) has been launched and Training Frameworks are in development to embed the approach laid out within the Training Vision and Strategy (TVS).<br>A Training Asset Management Programme is also in development (due November 2024) which will complement the asset refresh and investment to complement the Training Vision and Strategy (TVS).<br>This is business as usual (BaU) and will be reported on under the Training Continuous Improvement Plan via the Functional Management Team, Directorate Management Team and People Committee (governance route).<br><br>It is proposed that this action should be closed as work is being undertaken and reported and scrutinised through established governance routes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 100% | Nov-24 | Complete |  |



# HMFSI AUDIT AND INSPECTION POSITION STATEMENT

## EAST SERVICE DELIVERY AREA

### APPENDIX C

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendation 1</b>                        | We recommend that the Service conducts a review of its staffing strategy and how it relates to the current under-resourced Target Operating Model.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Action Owner</b>                            | Fiona Munro, People                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Action 1</b>                                | Review staffing strategy to confirm that the requirements of the interim Target Operating Model continue to be met and regularly reported.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Opening position statement January 2024</b> | Following the temporary withdrawal of 10 appliances, Wholetime Staffing levels are at or above the interim Target Operating Model/ RBC requirements. SFRS Workforce Planning Team will continue to monitor retirement profile, outcomes from the Strategic Service Review Programme, implications of the resource spending review and recruitment requirements, reporting this monthly to the Strategic Leadership Team to ensure that staffing requirements are met.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Closing position statement at June 2025</b> | <b>The Workforce Planning, Finance and Operations Team have monitored employee turnover and retirement forecasts along with abstraction and availability data to provide monthly workforce overviews to the Strategic Leadership Team. This information is used to inform Wholetime recruitment plans, with several Wholetime Firefighter Foundation Programme courses, On-Call to Wholetime migration courses, and external transfers taking place / planned over 2025/26 to maintain appropriate staffing levels.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Recommendation 2</b>                        | We recommend that the Service resolves the roofing problems at the affected fire stations as a matter of urgency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Action Owner</b>                            | Ijaz Bashir, Asset Management                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Action 2</b>                                | Progress design works for the replacement of three stations that have Reinforced Autoclaved Aerated Concrete (RAAC) roofing.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Opening position statement January 2024</b> | SFRS Property Services has mitigated the risk to staff operating within the sites with regards to Crash Decks and Acro Props. We have identified a capital requirement of £70M to rectify all 14 RAAC sites. We are working on several sites with a view to replacing these Stations over the coming years. We are monitoring these sites on a periodic basis. This cannot be resolved without a significant injection of capital funding.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Closing position statement at June 2025</b> | <b>SFRS Property services has commissioned a risk assessment of each individual Reinforced Autoclaved Aerated Concrete (RAAC) plank withing all affected buildings and put in place mitigation. Galashiels has been fully remediated through a new roof structure making RAAC structurally redundant. A new site has been purchased for a replacement to Dalkeith with construction starting 2025 and arrangements are in place for the demolition and building of a new Liberton Fire Station on the existing site commencing 2025. Livingston has been subject to a feasibility study and a solution to replace on existing site is being developed. Hawick is planned for remediation and reconfiguration and the solution for Tranent is a new build on a new site - These projects will be progressed based on the options approved following completion of the Service Delivery Review. The solution for Crewe Toll is remediation of the RAAC roof and reconfiguration of layout for Dignified Facilities but this is on hold awaiting the outcome of the Edinburgh Trams Extended route option assessment.</b> |
| <b>Recommendation 3</b>                        | The Service should standardise its recording of standard tests taking cognisance of the electronic innovations already in use.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Action Owner</b>                            | DACO Garry Mackay, Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Action 3.1</b>                              | Carry out a review of the current provision of documentation and policy in relation to Standard Testing, and SFRS Operations Team will make recommendations for improvements in relation to consistency and the use of technology.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Opening position statement January 2024</b> | SFRS Operations Team will review the current provision of documentation and policy in relation to standard testing and will make recommendations for improvements in relation to consistency and the use of technology.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## HMFSI AUDIT AND INSPECTION POSITION STATEMENT

### EAST SERVICE DELIVERY AREA

|                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Closing position statement at June 2025 | The Operations Function has successfully completed the Equipment Information Card (EIC) Project which has resulted in the development of Equipment Information Cards which incorporate previous Service documents including Periodic Inspection Tests and Technical Information Notes to provide a one stop standardised recording template and single source of information for each item of Service equipment.                                                                                                                                                                                 |
| Action Owner                            | DACO Garry Mackay, Operations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Action 3.2                              | SFRS Operations Team will make recommendations for improvements in relation to consistency and the use of technology.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Opening position statement January 2024 | SFRS Operations Team will review the current provision of documentation and policy in relation to standard testing and will make recommendations for improvements in relation to consistency and the use of technology.                                                                                                                                                                                                                                                                                                                                                                          |
| Closing position statement at June 2025 | The Operational Assurance 2 Station Audit form now contains a section for the reviewing of operational equipment ensuring equipment is maintained in accordance with Equipment Information Cards. The Operations Function continue to monitor, review and embed any continuous improvements as a result of new technologies brought into the SFRS.                                                                                                                                                                                                                                               |
| Recommendation 4                        | It is of concern that there are still issues with the reliability and functionality of the Getac tablet which may result in firefighters not having access to up-to-date risk information at time of need. Action should be taken as soon as possible to resolve the technical issues with the system.                                                                                                                                                                                                                                                                                           |
| Action Owner                            | Greg Aitken, DaTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Action 4                                | ICT to re-issue Corporate Communications reminding all stations to log any issues relating to Getacs and/or Operational Intelligence with the ICT Service Desk in the first instance.                                                                                                                                                                                                                                                                                                                                                                                                            |
| Opening position statement January 2024 | 24 calls were logged with the ICT Service Desk relating to Getac tablets and Operational Intelligence (OI) software issues from the East Service Delivery Area in the last 12 months. Only four of these issues were related to syncing, all of which have been resolved. The other 20 were related to hardware issues, with 18 of these having been resolved. The two outstanding issues, currently sitting in an Open state, are awaiting replacement devices which are on order. All issues relating to Getac tablets and OI must be logged with the ICT service Desk in the first instance.  |
| Closing position statement at June 2025 | Stations were, and will continue to be, reminded to log any issues/faults they experience with the Getac tablets with the Digital and Technology Service (DaTS) Service Desk at their earliest convenience. Business as usual (BAU) processes are in place to deal with these faults/issues as a priority.                                                                                                                                                                                                                                                                                       |
| Recommendation 5                        | As we recommended in our inspection report on command and control, we continue to suggest that more could be done to promote the existence of the CAR, and to encourage the use of assets contained on the list, where appropriate.                                                                                                                                                                                                                                                                                                                                                              |
| Action Owner                            | DACO Garry Mackay, Operations / GC Mark Cleland, Prevention                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Action 5                                | SFRS Operations Function to develop a communication plan to promote the use of the Community Asset Register (CAR) by operational crews and (where appropriate) partner agencies.                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Opening position statement January 2024 | SFRS Operations Function will develop an action and communication plan to promote the use of the CAR by Operational crews and (where appropriate) partner agencies.                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Closing position statement at June 2025 | Both internal and external Community Asset Register (CAR) presentations have been developed, and an agreement is in place that the internal presentation will be delivered on Incident Command Level 1 & 2 Development courses as well as Incident Command Level 2 refresher courses and Command Support Unit Operator courses. The external presentation has been delivered at the Volunteer Sector Resilience Partnership meetings and to Local Resilience Partnerships across the country. SFRS is aiming to move the Community Asset Register onto Resilience Direct which will give partner |

## HMFSI AUDIT AND INSPECTION POSITION STATEMENT

### EAST SERVICE DELIVERY AREA

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                    | agencies access to the database. A map has been created on Resilience Direct with the aim of going live in Quarter 2 2025/26.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Recommendation 6</b>                            | We have highlighted that there are problems with the resourcing of training, both locally and at the Newbridge national training centre, which has led to the cancellation of courses. We recommend that a review of training delivery in the East is undertaken with a view to improving training outcomes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Action Owner</b>                                | DACO Ross Robison, Training / GC Andrew Galloway, Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Action 6</b>                                    | Training to conduct a review of training delivery in the East, with a view to improving training outcomes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Opening position statement<br/>January 2024</b> | <p>As part of the creation of the SFRS, a strategic decision was taken that our Training Instructors would be split into a structure that had Local Instructors within Local Senior Officer Areas, supported also by a separate National Training Function. A line of responsibility was drawn with the intent to support each other. However, it became clear from engagement, performance figures, logistics, spread of skills etc., that this structure was not delivering its intended outcomes and therefore did not meet the needs of the Service. As such, a full review and re-structuring process across all three Service Delivery Areas (SDA) was carried out in 2023 with the aim of removing the demarcation of "local" or "National" Instructors and to simply have one single structure, managed by the Training Function, which has responsibility for the delivery of training across the country. As part of this re-structure process, a full review of Instructor numbers, skills and workloads has been carried out to ensure that a fair and even distribution of work is achieved across the Service and a more flexible approach to training delivery that provides a more effective and efficient training model to meet the organisational training need.</p> <p>To date, the restructure in the North SDA has been fully implemented and work is ongoing to launch the restructures in the East and West SDAs in the first half of 2024.</p> <p>In addition, and in relation to managing instructor vacancies, a monthly succession planning meeting takes place between the Head of Training, both Training Area Commanders and the Group Commander with the Workforce Planning portfolio, to ensure that all vacancies that are forecast, or which appear, have a plan created for a suitable backfill, and that skill sets and workloads are balanced evenly across the instructor cadre. Whilst there will always be vacancies arising from retirements, transfers and promotions, Training now have a structure process for managing that.</p> |
| <b>Closing position statement at<br/>June 2025</b> | <p><b>Since the implementation of the restructure in April 2024, the East Training function has seen significant improvements in work allocation. Instructor availability has increased, resulting in more course deliveries and fewer cancellations or re-allocations.</b></p> <p><b>As part of the restructure, the two Station Commander liaison roles supporting Local Senior Officer (LSO) areas have been relocated to Newbridge as their base. This move has strengthened both national and local training delivery, while also supporting the management of the Newbridge Training Centre and coordination of the East instructor cadre. These roles now act as key links to the four LSO Management Teams within the East Service Delivery Area (SDA).</b></p> <p><b>The previously separate pools of "Local" and "National" instructors have now been merged. A shared training planner is in place for both Newbridge and National delivery, ensuring that all East instructors contribute effectively to the overall training plan.</b></p> <p><b>Each of the four LSO Support Teams, managed locally by their respective Station and Watch Commanders, remain in regular contact with their LSO Management Teams. They work collaboratively to meet Training Needs Analysis (TNA) requirements and ensure maintenance of core skills. Instructors from both the LSO areas and Newbridge now support each other across both local and national delivery, allowing experience and qualifications to be shared and utilised across all training venues in the East SDA.</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



## HMFSI AUDIT AND INSPECTION POSITION STATEMENT

### EAST SERVICE DELIVERY AREA

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                | <p>The permanent relocation of two Crew Commander posts from the area teams to Newbridge has alleviated travel demands and improved support for national course delivery. This change has proved highly successful, enhancing communication, improving the working environment, and ensuring a more balanced workload across the instructor team.</p> <p>With both Station Commanders now based at Newbridge, there is greater consistency in communication, clearer management oversight, and a stronger collective approach to East Training, Safety and Assurance (TSA) operations. This has effectively reduced silo working and improved the standardisation of practices across the region.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Recommendation 7</b>                        | We have highlighted in this report and in others that there are problems in delivering USAR training, leading to the reported low levels of competency in this specialism. We would encourage the Service to review course delivery and resolve the issues identified as a matter of urgency.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Action Owner</b>                            | DACO Ross Robison, Training / GC Marc McGill, Training                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Action 7</b>                                | Ensure all Urban Search and Rescue (USAR) stations have the appropriate training resources and materials to enable station based USAR instructors, supported by the Training USAR instructors, to deliver USAR maintenance training and CPD events locally at stations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Opening position statement January 2024</b> | <p>Training have recently filled vacancies within the USAR Instructor Team which is now at full establishment. All training USAR instructors have been upskilled to deliver all elements of USAR training including Confined Space and Trench Rescue. USAR course content has been reviewed and amended to ensure it is being delivered in the most effective and efficient way. A process has been implemented and is in progress to have a USAR instructor at all USAR stations, this workstream is 90% complete. Training is currently engaging with Asset Management to improve USAR training facilities nationally to enable all elements of USAR training to be delivered in the three SDAs.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Closing position statement at June 2025</b> | <p><b>Urban Search and Rescue (USAR) Vacancies continue to be fully established and spread across all Service Delivery Areas (SDAs). The Instructor cadre is being upskilled on the latest techniques within USAR/Confined Space/Trench to ensure delivery to highest standard. All USAR stations across the SFRS now have timber packs to allow on station development, this is supported by USAR instructors via station support visits and all watches have a minimum of one Train-the-Trainer. USAR Facilities at the National Training Centre (NTC) have been upgraded with the addition of a collapsed structure simulator, with a similar project for Portlethen on the future plan and a further site at MacAlpine Road has been identified for minor development to allow crews to achieve their 28 Urban Search and Rescue (USAR) modules. The rope shed at Newcraighall Fire Station has been brought online to allow Safe Working at Heights (SWAH) Tier 2 maintenance along with sites at Newbridge, NTC, Dundee &amp; Portlethen. Instructional staff continue to deliver Continuing Professional Development (CPD) events across the country and Knowledge Applied Training Assessment (KATA) events to ensure currency is maintained. A targeted approach is underway to ensure a fair and even spread of skills across the SFRS.</b></p> |
| <b>Recommendation 8</b>                        | The Service should conclude the review and updating of its Positive Action Strategy and continue to promote the Service as an employer of choice in a bid to ensure the makeup of its workforce better reflects the communities it serves.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Action Owner</b>                            | Fiona Munro, People                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Action 8</b>                                | Review the Positive Action Strategy and ensure that improving inclusion and diversity within SFRS is incorporated into the SFRS Cultural Action Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## HMFSI AUDIT AND INSPECTION POSITION STATEMENT

### EAST SERVICE DELIVERY AREA

|                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Opening position statement<br/>January 2024</b> | The SFRS Positive Action Strategy has been reviewed and has informed one of the priority actions within the SFRS Cultural Action Plan, which is to attract and support a more diverse candidate pool. This will incorporate reviewing and enhancing attraction activities/events and reviewing our recruitment practices to ensure they continue to be robust, fair and inclusive. This work will be reported through the Cultural Action Plan. |
| <b>Closing position statement at<br/>June 2025</b> | <b>Approaches to improve the diversity of its workforce are part of the SFRS Cultural Action Plan. A range of Positive Action engagement events will take place to support the forthcoming Wholetime recruitment process.</b>                                                                                                                                                                                                                   |

# SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



Report No: C/SDC/32-25

Agenda Item: 9

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Report to:             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SERVICE DELIVERY COMMITTEE                |                                                                                                                                                  |                   |                   |                   |                   |                   |
| Meeting Date:          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 25 NOVEMBER 2025                          |                                                                                                                                                  |                   |                   |                   |                   |                   |
| Report Title:          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | HOME FIRE SAFETY VISITS APPLICATION (APP) |                                                                                                                                                  |                   |                   |                   |                   |                   |
| Report Classification: |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | For Information Only                      | SFRS Board/Committee Meetings ONLY<br>For Reports to be held in Private<br>Specify rationale below referring to<br><u>Board Standing Order 9</u> |                   |                   |                   |                   |                   |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                           | <a href="#">A</a>                                                                                                                                | <a href="#">B</a> | <a href="#">C</a> | <a href="#">D</a> | <a href="#">E</a> | <a href="#">F</a> |
| 1                      | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
| 1.1                    | To provide Service Delivery Committee (SDC) members with an update on the Home Fire Safety Visit (HFSV) project.                                                                                                                                                                                                                                                                                                                                                                                                       |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
| 2                      | Background                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
| 2.1                    | <b>HFSV Policy and Launch</b><br>The revised HFSV policy went live in February 2025, introducing updated visit criteria and content. To support implementation, a new ICT application was developed to manage referrals, schedule visits, and record outcomes, including onward referrals.                                                                                                                                                                                                                             |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
| 2.2                    | The HFSV App comprises three modules: Admin, Partner, and Main. While the Admin and Main modules launched in February, the Partner App was delayed due to issues identified during external cyber security testing.                                                                                                                                                                                                                                                                                                    |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
| 2.3                    | The Partner application and its system underwent comprehensive security testing that revealed some security weaknesses: one serious, one moderate, and several minor issues. The most serious problem was the system didn't properly control who could access what information – it was possible that users could bypass registration requirements, new partners could get into the system before being approved, people could see and change information they shouldn't have access to, including administrator data. |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
| 2.4                    | In addition, the system accepted passwords that were too simple and the system could reveal technical details about itself that could compromise its security, and it was missing some important security features that modern web apps use for protection.                                                                                                                                                                                                                                                            |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
| 2.5                    | Given the sensitivity of the data the system holds the Project Board deemed these vulnerabilities had to be remediated before launching to partners and public. The decision was therefore made to proceed with the new policy and App, with the Partner App anticipated to launch around Easter 2025.                                                                                                                                                                                                                 |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
| 3                      | Main Report/Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
| 3.1                    | <b>Interim Measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |
| 3.1.1                  | To enable secure referrals, partners must sign a Data Sharing Framework (DSF) and use the HFSV App to ensure GDPR compliance. Although the Partner App is not yet operational, referrals from partners continue via alternative secure methods, including Egress and the 0800 number. Guidance has been shared directly with partners and published on the                                                                                                                                                             |                                           |                                                                                                                                                  |                   |                   |                   |                   |                   |

|       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|       | Scottish Fire and Rescue Service (SFRS) website <a href="#">Home fire safety visits   Scottish Fire and Rescue Service</a> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 3.1.2 | To support the transition to the new policy, Prevention staff (CSE) have delivered approximately 40 engagement sessions, reaching over 970 partner agency staff and 345 SFRS personnel. Additionally, collaboration with the Scottish Social Services Council (SSSC) is underway to develop fire risk recognition and referral modules, potentially reaching over 172,000 registered professionals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 3.2   | <b>HFSV App</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 3.2.1 | Due to the nature of the application architecture, whereby all three applications use a common set of code (known as APIs), resolving the underlying issues with data and application security has taken over eight months. The complexity of this work, and timescales involved, was not initially appreciated by those involved in the development. The work has involved building a new security environment and re-architecting the partner application to use separate and isolated data transfer and security mechanisms from the Admin and Main applications. Resultant changes were fully tested in all three applications and then all functionality regression tested across all three applications. This has all been achieved with limited resources and many competing demands from other corporate projects and Digital and Tech Service's (DaTS). Final external testing (concluded 11 November 2025) has confirmed the security of the application and it can be released to the Live environment. |
| 3.2.2 | Whilst issues with the Partner App were being resolved additional improvements were carried out including integration with the new SFRS Gazetteer, defect resolution, and performance tuning. Engagement with the Digital Office for Scottish Local Government resulted in endorsement and completion of security assessments on behalf of local authorities (LA), reducing the need for further security sign-off from individual LAs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 3.2.3 | An application security statement has been produced to support partner assurance processes, detailing the data and cyber security measures taken by SFRS.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 3.3   | <b>Business Intelligence</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 3.3.1 | The Business Intelligence (BI) team has completed the first draft of Power BI (PBI) Dashboard (version 1) designed to support performance monitoring of the revised HFSV process. Built in line with the data and performance indicator requirements defined by the Prevention Directorate, the dashboard has undergone testing and review with Directorate representatives. Feedback has been provided to ensure the product meets their design and functionality expectations, with additional components planned for version 2 (see below).                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 3.3.2 | During testing (version 1), data issues were identified within the source data that impacted the accuracy of certain fields displayed in the PBI dashboard. Resolution work is well advanced, and DaTS expect this work to be completed by 14 November.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 3.3.3 | Once Prevention feedback has been incorporated, and data issues have been resolved and confirmed by DaTS, the BI team will undertake a final two-day validation exercise to verify the accuracy of the data before requesting final sign off with Prevention Directorate representatives. The dashboard will be published for organisational use on the same day sign-off is received.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 3.3.4 | It was noted at the HFSV Implementation Board (06 November 2025) that the Senior Data Analyst supporting this project is also contributing to the Service's priority programme to transition from the Incident Recording System (IRS) to the Fire and Rescue Data Platform (FaRDaP), scheduled to go live on 13 November 2025. This may temporarily impact the final publication date of the HFSV Dashboard.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 3.3.5 | Version 2 of the dashboard is in development and will enable staff to analyse HFSV data by qualifying criteria. This functionality is currently unavailable due to the way data is captured                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

|          |                                                                                                                                                                                                                                                                                                                                            |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|          | (all criteria in a single field requiring separation). Version 2 will also include data from the Partner App. A release date for Version 2 has not yet been agreed but does not affect the Prevention Directorate's immediate needs.                                                                                                       |
| 3.4      | <b>Next Steps</b>                                                                                                                                                                                                                                                                                                                          |
| 3.4.1    | Following formal approval from DaTS and the HFSV Board, the Partner App will be released as a live platform. Initial testing will be conducted with a small number of partners (soft launch). This will include signing them up to the DSF and ensuring all components of the App are functioning as expected                              |
| 3.4.2    | A full launch will take place in early 2026. Prevention staff (national and local) have identified partners interested in participating in the HFSV programme (see 3.1.2) with whom SFRS can engage with directly. With support from Comms, HFSVs will be further promoted to partner agencies via our website and social media platforms. |
| 3.4.3    | Several change requests and bugs remain outstanding and will be prioritised to ensure all HFSV applications operate as required.                                                                                                                                                                                                           |
| 3.4.4    | The launch of the PBI dashboards will support local managers in scrutinising performance, thereby enhancing national KPI reporting and analysis.                                                                                                                                                                                           |
| <b>4</b> | <b>Recommendation</b>                                                                                                                                                                                                                                                                                                                      |
| 4.1      | SDC members are asked to review and acknowledge the content of the paper.                                                                                                                                                                                                                                                                  |
| <b>5</b> | <b>Key Strategic Implications</b>                                                                                                                                                                                                                                                                                                          |
| 5.1      | <b>Risk Appetite and Alignment to Risk Registers</b>                                                                                                                                                                                                                                                                                       |
| 5.1.1    | The launch of the Partner App directly addresses one of the Risks on the Corporate Risk Register. This action should reduce and close the risk.                                                                                                                                                                                            |
| 5.2      | <b>Financial</b>                                                                                                                                                                                                                                                                                                                           |
| 5.2.1    | Not applicable                                                                                                                                                                                                                                                                                                                             |
| 5.3      | <b>Environmental &amp; Sustainability</b>                                                                                                                                                                                                                                                                                                  |
| 5.3.1    | Not applicable                                                                                                                                                                                                                                                                                                                             |
| 5.4      | <b>Workforce</b>                                                                                                                                                                                                                                                                                                                           |
| 5.4.1    | Not applicable                                                                                                                                                                                                                                                                                                                             |
| 5.5      | <b>Health &amp; Safety</b>                                                                                                                                                                                                                                                                                                                 |
| 5.5.1    | Not applicable                                                                                                                                                                                                                                                                                                                             |
| 5.6      | <b>Health &amp; Wellbeing</b>                                                                                                                                                                                                                                                                                                              |
| 5.6.1    | Not applicable                                                                                                                                                                                                                                                                                                                             |
| 5.7      | <b>Training</b>                                                                                                                                                                                                                                                                                                                            |
| 5.7.1    | Engagement sessions have been held with partner organisations. A Partner Guide has been produced, along with online training modules, to support partners to sign up as a HFSV partner, recognise risk and generate referrals.                                                                                                             |
| 5.8      | <b>Timing</b>                                                                                                                                                                                                                                                                                                                              |
| 5.8.1    | The Partner Application can now be released into a Live environment following external testing. A period of familiarisation with the Prevention team is required to ensure they can utilise all functionality to support partners to sign up.                                                                                              |
| 5.8.2    | It is anticipated the Partner App will be available for use the week commencing the 01 December. Select partners involved in the initial pilot will be invited to sign up to the App and                                                                                                                                                   |



|                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                |                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                    | submit referrals. This will allow DaTS and Prevention to ensure the system is working as expected. A formal launch will then be scheduled for early 2026.                      |                                                                                                                                                                                                                                      |
| 5.9                                                                                                                                                                                                                                                                                                                                                                | <b>Performance</b>                                                                                                                                                             |                                                                                                                                                                                                                                      |
| 5.9.1                                                                                                                                                                                                                                                                                                                                                              | The production of PBI dashboards for HFSV will assist both local and national scrutiny on HFSV performance. This Partner App will support the monitoring of partner referrals. |                                                                                                                                                                                                                                      |
| 5.10                                                                                                                                                                                                                                                                                                                                                               | <b>Communications &amp; Engagement</b>                                                                                                                                         |                                                                                                                                                                                                                                      |
| 5.10.1                                                                                                                                                                                                                                                                                                                                                             | The SFRS Comms team will support Prevention with a formal launch of the Partner App. Draft messaging has already been developed.                                               |                                                                                                                                                                                                                                      |
| 5.11                                                                                                                                                                                                                                                                                                                                                               | <b>Legal</b>                                                                                                                                                                   |                                                                                                                                                                                                                                      |
| 5.11.1                                                                                                                                                                                                                                                                                                                                                             | Not applicable                                                                                                                                                                 |                                                                                                                                                                                                                                      |
| 5.12                                                                                                                                                                                                                                                                                                                                                               | <b>Information Governance</b>                                                                                                                                                  |                                                                                                                                                                                                                                      |
| 5.12.1                                                                                                                                                                                                                                                                                                                                                             | DPIA completed <b>Yes/No</b> . If not applicable state reasons.                                                                                                                |                                                                                                                                                                                                                                      |
| 5.13                                                                                                                                                                                                                                                                                                                                                               | <b>Equalities</b>                                                                                                                                                              |                                                                                                                                                                                                                                      |
| 5.13.1                                                                                                                                                                                                                                                                                                                                                             | EHRIA completed <b>Yes/No</b> . If not applicable state reasons.                                                                                                               |                                                                                                                                                                                                                                      |
| 5.14                                                                                                                                                                                                                                                                                                                                                               | <b>Service Delivery</b>                                                                                                                                                        |                                                                                                                                                                                                                                      |
| 5.14.1                                                                                                                                                                                                                                                                                                                                                             | Not applicable                                                                                                                                                                 |                                                                                                                                                                                                                                      |
| <b>6</b>                                                                                                                                                                                                                                                                                                                                                           | <b>Core Brief</b>                                                                                                                                                              |                                                                                                                                                                                                                                      |
| 6.1                                                                                                                                                                                                                                                                                                                                                                | Not applicable                                                                                                                                                                 |                                                                                                                                                                                                                                      |
| <b>7</b>                                                                                                                                                                                                                                                                                                                                                           | <b>Assurance (SFRS Board/Committee Meetings ONLY)</b>                                                                                                                          |                                                                                                                                                                                                                                      |
| 7.1                                                                                                                                                                                                                                                                                                                                                                | <b>Director:</b>                                                                                                                                                               | Jon Henderson, Director of Prevention                                                                                                                                                                                                |
| 7.2                                                                                                                                                                                                                                                                                                                                                                | <b>Level of Assurance:<br/>(Mark as appropriate)</b>                                                                                                                           | <del>Substantial/Reasonable</del> / <b>Limited</b> / <del>Insufficient</del>                                                                                                                                                         |
| 7.3                                                                                                                                                                                                                                                                                                                                                                | <b>Rationale:</b>                                                                                                                                                              | The completion of the entirety of the project is considerably behind schedule. Whilst progress has been made, in recent months, DaTS and BI teams remain unable to give guarantees around resourcing the project to full completion. |
| <b>8</b>                                                                                                                                                                                                                                                                                                                                                           | <b>Appendices/Further Reading</b>                                                                                                                                              |                                                                                                                                                                                                                                      |
| 8.1                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                |                                                                                                                                                                                                                                      |
| <b>Prepared by:</b>                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                | Stuart Chalmers – DaTS, Cathy Barlow – Prevention<br>Chris Fitzpatrick – Business Intelligence                                                                                                                                       |
| <b>Sponsored by:</b>                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                | Kenny Barbour, Deputy Assistant Chief Officer                                                                                                                                                                                        |
| <b>Presented by:</b>                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                | Jon Henderson, Assistant Chief Officer, Director of Prevention                                                                                                                                                                       |
| <b>Links to Strategy and Corporate Values</b>                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                |                                                                                                                                                                                                                                      |
| SFRS Strategic Plan 22-25<br>Outcome One: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.<br>Outcome Six: The experience of those who work for SFRS improves as we are the best employer we can be.<br>Outcome Seven: Community safety and wellbeing improves as we work effectively with our partners. |                                                                                                                                                                                |                                                                                                                                                                                                                                      |
| <b>Governance Route for Report</b>                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                | <b>Meeting Date</b>                                                                                                                                                                                                                  |
| <b>Report Classification/<br/>Comments</b>                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                |                                                                                                                                                                                                                                      |
| <i>Service Delivery Committee</i>                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                | <i>25 November 2025</i>                                                                                                                                                                                                              |
|                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                | <i>For Information Only</i>                                                                                                                                                                                                          |

# SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



**SCOTTISH**  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

Report No: C/SDC/30-25

Agenda Item: 10.1

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                               |                                                                                                                                                  |          |          |          |          |          |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| Report to:             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | SERVICE DELIVERY COMMITTEE                                    |                                                                                                                                                  |          |          |          |          |          |
| Meeting Date:          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 25 NOVEMBER 2025                                              |                                                                                                                                                  |          |          |          |          |          |
| Report Title:          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | SERVICE DELIVERY COMMITTEE QUARTERLY PERFORMANCE – Q2 2025-26 |                                                                                                                                                  |          |          |          |          |          |
| Report Classification: |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | For Scrutiny                                                  | SFRS Board/Committee Meetings ONLY<br>For Reports to be held in Private<br>Specify rationale below referring to<br><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 members with the quarter 2 performance of <b>KPIs 1 – 21, 30 &amp; 31</b> for fiscal year 2025-26.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                               |                                                                                                                                                  |          |          |          |          |          |
| 2                      | Background                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                               |                                                                                                                                                  |          |          |          |          |          |
| 2.1                    | The Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement. This framework remains in place for this quarter as a new performance framework progresses through governance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                               |                                                                                                                                                  |          |          |          |          |          |
| 3                      | Main Report/Detail                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                               |                                                                                                                                                  |          |          |          |          |          |
| 3.1                    | This paper covers all performance indicators stated in the PMF intended for scrutiny by the Service Delivery Committee (SDC).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                               |                                                                                                                                                  |          |          |          |          |          |
| 3.2                    | Please note that KPI 7 - % High Risk HFSV and KPI 8 - % Partner Referral HFSV are no longer available due to changes in the underlying data captured.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                               |                                                                                                                                                  |          |          |          |          |          |
| 3.3                    | As an interim measure (pre 2025 SFRS Strategy & PMF), any current KPI indicators with compliance, statutory or other legislative implications, are identified in <u>red underlined text</u> to assist their intended audience considering wider implications than just improving or deteriorating performance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                               |                                                                                                                                                  |          |          |          |          |          |
| 3.4                    | The indicators identified in this report as pertinent to the requirement of 3.5 are – <ul style="list-style-type: none"><li>• <b>9 - Audits Completed</b> – SG Fire and Rescue Framework states “<i>SFRS should deliver its statutory duties by providing information, guidance and advice and fire safety audits of relevant premises</i>”.</li><li>• <b>17 - Wholetime Availability</b> – 5WDS Collective Agreement Statement states “<i>The 5WDS is managed with the aim of maintaining agreed confidence levels</i>”.</li><li>• <b>18 - OI Inspections</b> – OI Policy and Guidance states “<i>SFRS has a statutory obligation under the Fire (Scotland) Act 2005, which directs the SFRS to have arrangements in place for obtaining information required or likely to be required for fires and other emergencies</i>”.</li></ul> |                                                               |                                                                                                                                                  |          |          |          |          |          |
| 3.5                    | Exceptional variation: <ul style="list-style-type: none"><li>• 6 - HFSV Conducted</li><li>• <u>18 - OI Inspections</u></li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                               |                                                                                                                                                  |          |          |          |          |          |

|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.6          | <p>Deteriorating (long-term):</p> <ul style="list-style-type: none"> <li>• 11 - % High Severity ADFs</li> <li>• 14 - Median Response Time to Life Risk Incidents - National</li> <li>• 14 - Median Response Time to Life Risk Incidents - SDA</li> <li>• 15 - Median Call Handling Time for Life Risk Incidents - National</li> <li>• 15 - Median Call Handling Time for Life Risk Incidents - SDA</li> <li>• 16 - On-Call 1st Appliance Availability</li> </ul>                                                         |
| 3.7          | <p>Improving (long-term):</p> <ul style="list-style-type: none"> <li>• 1 - Non-domestic Building Fires</li> <li>• 2 - Deliberate Primary Fires</li> <li>• 10 - ADFs</li> <li>• 12 - Total Incidents</li> <li>• 20 - Hydrant Inspections</li> <li>• 21 - UFAS Incidents</li> </ul>                                                                                                                                                                                                                                        |
| 3.8          | <p>Not changing:</p> <ul style="list-style-type: none"> <li>• 3 - Refuse and Vehicle Fires</li> <li>• 4 - Fire Fatalities</li> <li>• 5 - Fire Casualties</li> <li>• <u>9 - Audits Completed – Target Not Known</u></li> <li>• 13 - Non-refuse Secondary Fires</li> <li>• <u>17 - Wholetime Availability</u></li> <li>• 19 - Ops Assurance Audit Actions</li> </ul>                                                                                                                                                       |
| 3.9          | <p>Not known – limited data or unspecified direction:</p> <ul style="list-style-type: none"> <li>• 7 - % High Risk HFSV</li> <li>• 8 - % Partner Referral HFSV</li> <li>• 30 - Assist Other Agencies Incidents</li> <li>• 31 - Effect Entry/Exit Incidents</li> </ul>                                                                                                                                                                                                                                                    |
| <b>4</b>     | <b>Recommendation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 4.1          | Members are invited to scrutinise the contents of this, question KPI performance and provide feedback on practical use of reporting to ensure continuous development of user experience. The live version of the report can be accessed through the Governance area of the <a href="#">Power BI Landing Page</a> .                                                                                                                                                                                                       |
| <b>5</b>     | <b>Key Strategic Implications</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 5.1<br>5.1.1 | <p><b>Risk Appetite and Alignment to Risk Register</b></p> <p>SPPC001 - Service Performance Management – High Risk</p> <p>There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.</p> <p>Appetite - In relation to our internal governance, including systems of controls and data governance, SFRS has a Cautious appetite.</p> <p>.</p> |
| 5.2<br>5.2.1 | <p><b>Financial</b></p> <p>There are no specific financial issues raised within this paper.</p>                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 5.3<br>5.3.1 | <p><b>Environmental &amp; Sustainability</b></p> <p>There are no specific Environmental &amp; Sustainability implications addressed in this paper.</p>                                                                                                                                                                                                                                                                                                                                                                   |

|                |                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.4<br>5.4.1   | <b>Workforce</b><br>There are no workforce implications in this paper.                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.5<br>5.5.1   | <b>Health &amp; Safety</b><br>There are no specific Health and Safety implications addressed in this paper.                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.6<br>5.6.1   | <b>Health &amp; Wellbeing</b><br>There are no specific Health and Wellbeing implications addressed in this paper.                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.7<br>5.7.1   | <b>Training</b><br>There are no specific Training implications addressed in this paper.                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.8<br>5.8.1   | <b>Timing</b><br>Some performance indicators rely on manual collation of data and are a 'snapshot' in time (2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant business areas business practices |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.9<br>5.9.1   | <b>Performance</b><br>All performance measures reported are linked to Strategic Outcomes 1 & 2.                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.10<br>5.10.1 | <b>Communications &amp; Engagement</b><br>There are no specific Communications & Engagement implications addressed in this paper.                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.11<br>5.11.1 | <b>Legal</b><br>There are no specific Legal implications addressed in this paper.                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.12<br>5.12.1 | <b>Information Governance</b><br>DPIA completed - No                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.13<br>5.13.1 | <b>Equalities</b><br>EHRIA completed - No                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 5.14<br>5.14.1 | <b>Service Delivery</b><br>All performance measures reported are linked to Strategic Outcomes 1 & 2 and specific to Service Delivery                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>6</b>       | <b>Core Brief</b>                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 6.1            | Not applicable                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>7</b>       | <b>Assurance (SFRS Board/Committee Meetings ONLY)</b>                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 7.1            | <b>Director:</b>                                                                                                                                                                                                              | David Farries, Director of Operations                                                                                                                                                                                                                                                                                                                                                                           |
| 7.2            | <b>Level of Assurance:<br/>(Mark as appropriate)</b>                                                                                                                                                                          | Substantial/ <del>Reasonable</del> /Limited/Insufficient                                                                                                                                                                                                                                                                                                                                                        |
| 7.3            | <b>Rationale:</b>                                                                                                                                                                                                             | The service has continued to develop its approach to performance reporting. The Organisational Performance Dashboard, aligned to the SFRS Performance Management Framework, is now live and available across the service with a pdf version made available to the public. Scrutiny of service performance is evident across the service, at executive level and by the SFRS Board at committee and board level. |
| <b>8</b>       | <b>Appendices/Further Reading</b>                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 8.1            | Appendix A: Service Delivery Committee Performance Report                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 8.2            | Further Reading: Link to <a href="#">Power BI Landing Page</a> .                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                               |                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------|
| Prepared by:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Ellen Gayler, Senior Data Analyst                                                                             |                                 |
| Sponsored by:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate |                                 |
| Presented by:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | DCO Andrew Watt                                                                                               |                                 |
| Links to Strategy and Corporate Values                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                               |                                 |
| <u>Strategy</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                               |                                 |
| <u>Outcome 1 - Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                               |                                 |
| <ul style="list-style-type: none"><li>Supporting business owners to protect Scotland's non-domestic buildings and premises.</li><li>we will continue to enforce and provide advice around fire safety legislation to business owners in shops, offices, workshops and factories.</li><li>We will further expand our prevention work to Scottish households and develop our prevention approaches to influence people's behaviours to help keep themselves safe and improve their wider wellbeing.</li><li>We will build on the work with our partners to target education and safety initiatives to those who need it most, including the young and the vulnerable.</li></ul> |                                                                                                               |                                 |
| <u>Outcome 2 - Communities are safer and more resilient as we respond effectively to changing risks.</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                               |                                 |
| <ul style="list-style-type: none"><li>More efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.</li><li>Improving how we manage calls from the public and deploy our resources to emergency incidents.</li><li>We will ensure we have the right resources in the right places at the right times and further improve our On Call service.</li></ul>                                                                                                                                                                                                                                      |                                                                                                               |                                 |
| Governance Route for Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Meeting Date                                                                                                  | Report Classification/ Comments |
| Service Delivery Committee                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 25 November 2025                                                                                              | For scrutiny                    |
| Service Delivery Board                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 09 December 2025                                                                                              | For scrutiny                    |



# SCOTTISH

## FIRE AND RESCUE SERVICE

Working together for a safer Scotland

# Service Delivery Committee Performance Report



**LIVE  
MANAGEMENT  
INFORMATION**

Latest quarter shown: **2025-26 Q2**

Previous report

All previous reports

APPENDIX A

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



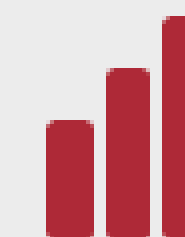
## Welcome

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

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

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

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



**BUSINESS  
INTELLIGENCE**



## LIVE MANAGEMENT INFORMATION

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



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

SPC Charts

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

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

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

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

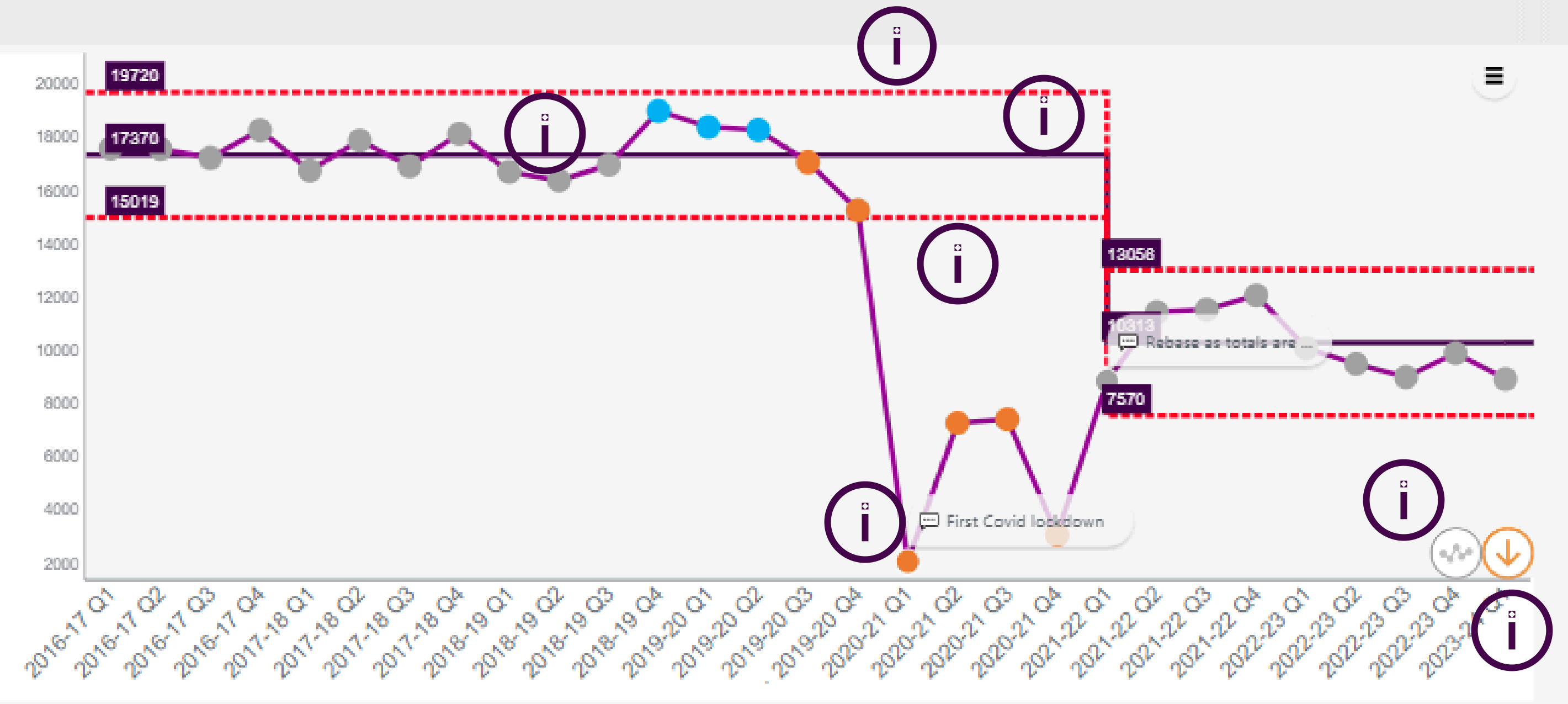
Normally data points will fall **between the upper and lower control limits**. If any of the following scenarios apply, the change needs to be investigated and an explanation provided. Over time this lets us analyse performance in a meaningful way.

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

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

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

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



Above: anatomy of a SPC chart

Data source for this report:

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



Frequency of update:

This report will be updated quarterly.

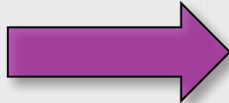
**OUTCOME 01 (Prevention & Protection)**

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



**OUTCOME 02 (Response)**

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



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

| KPI<br>▲ | Indicator                                                                                    | Purpose                                                                                                                                                                                                             | Geography | Frequency | Target                       | Business Area          |
|----------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|------------------------------|------------------------|
| 01       | Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005) | SFRS aim to supporting business owners to protect Scotland's non-domestic buildings and premises and this means driving down non-domestic fires.                                                                    | National  | Quarterly | Reduce against previous year | Service Delivery Areas |
| 02       | Number of deliberate primary fires                                                           | SFRS aims to improve community safety and wellbeing within the domestic environment, as well as reduce significant impact on communities and partner agencies caused by deliberate fires.                           | National  | Quarterly | Reduce against previous year | Service Delivery Areas |
| 03       | Number of refuse and vehicle fires                                                           | SFRS aims to support business owners and individuals to increase the safety of their premises and property                                                                                                          | National  | Quarterly | Reduce against previous year | Service Delivery Areas |
| 04       | Number of fire fatalities                                                                    | SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occuring is a key goal. | National  | Quarterly | Reduce against previous year | Service Delivery Areas |
| 05       | Number of fire casualties                                                                    | SFRS aims to refocusing our preventative activities to address issues of social                                                                                                                                     | National  | Quarterly | Reduce against previous year | Service Delivery Areas |





Prevention and Protection



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

KPI 1 Non-domestic Building Fires

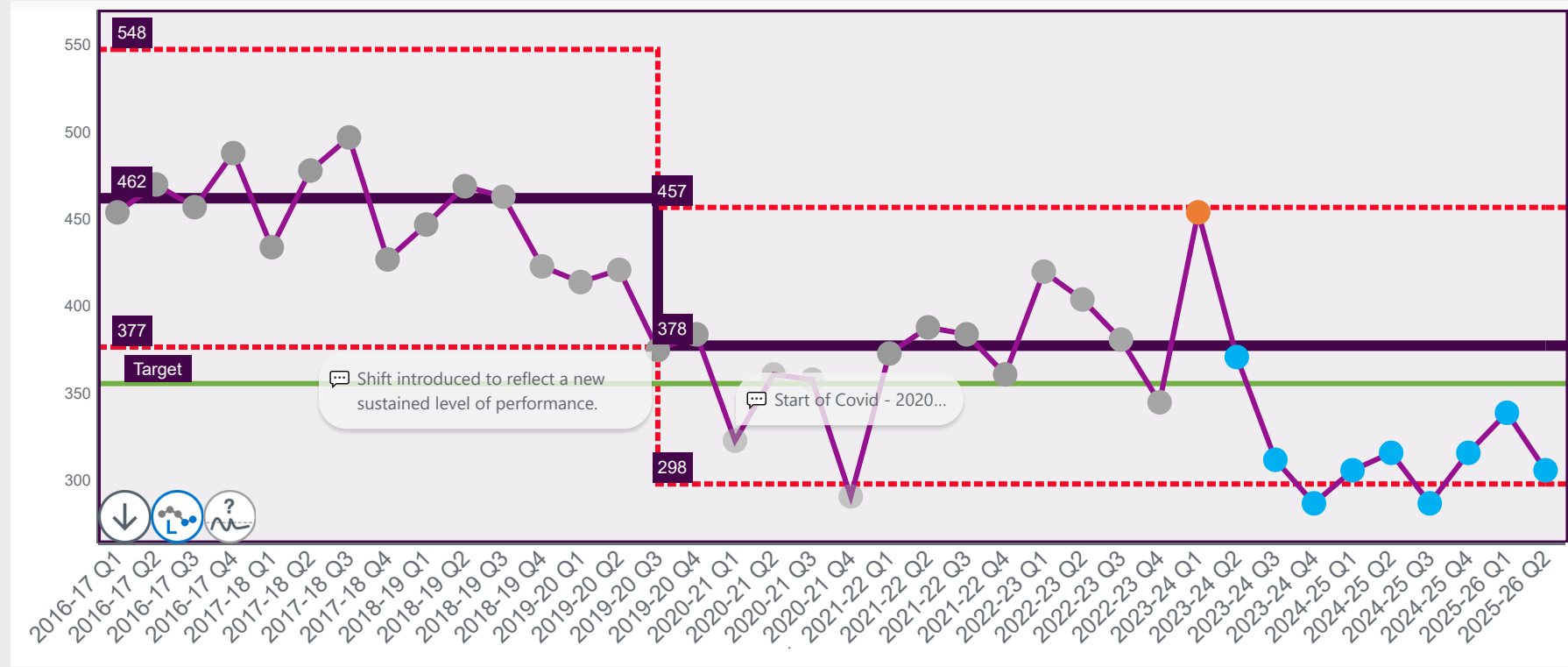
PURPOSE: SFRS aim to supporting business owners to protect Scotland’s non-domestic buildings and premises and this means driving down non-domestic fires.

Reduce against previous year

OWNER: Head of Service Delivery - East

SUMMARY

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



KPI 2 Deliberate Primary Fires

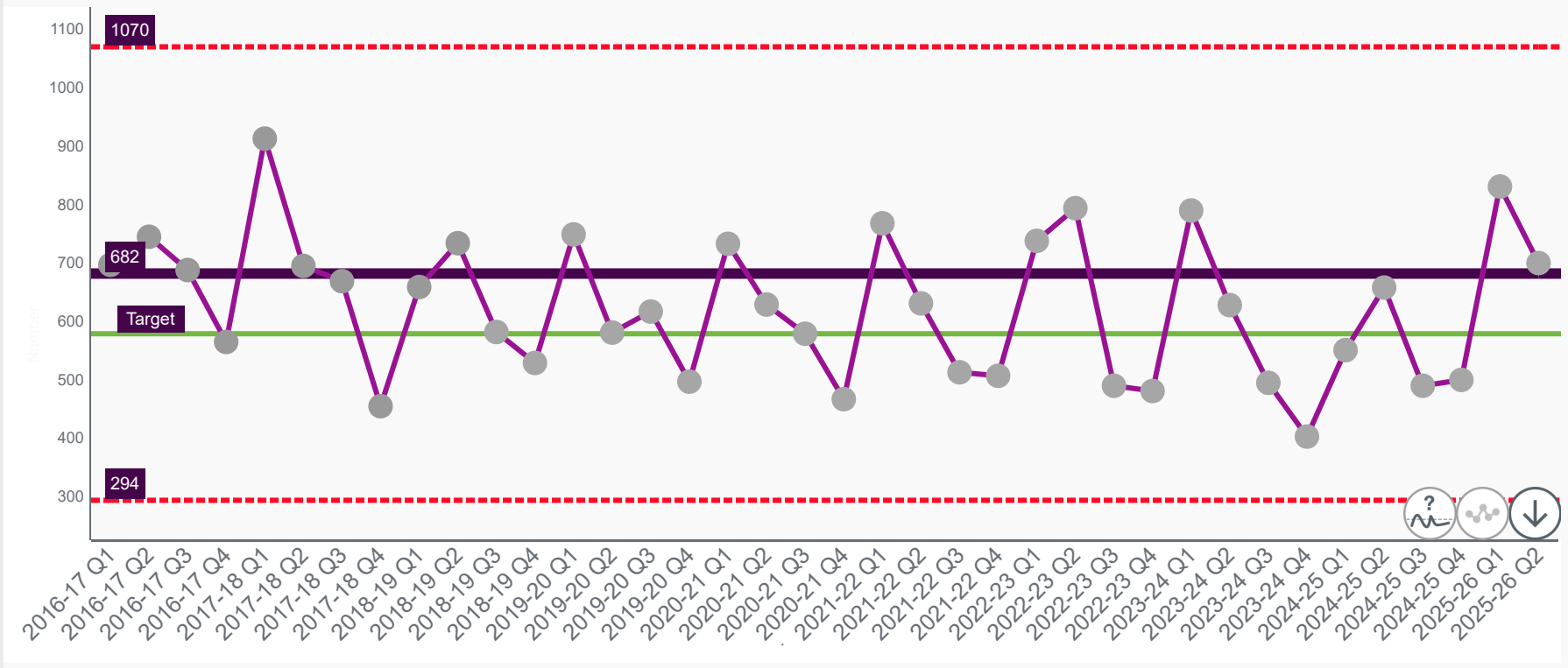
PURPOSE: SFRS aims to improve community safety and wellbeing within the domestic environment, as well as reduce significant impact on communities and partner agencies caused by deliberate fires.

Reduce against previous year

OWNER: Head of Service Delivery - East

SUMMARY

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



KPI 3 Refuse and Vehicle Fires

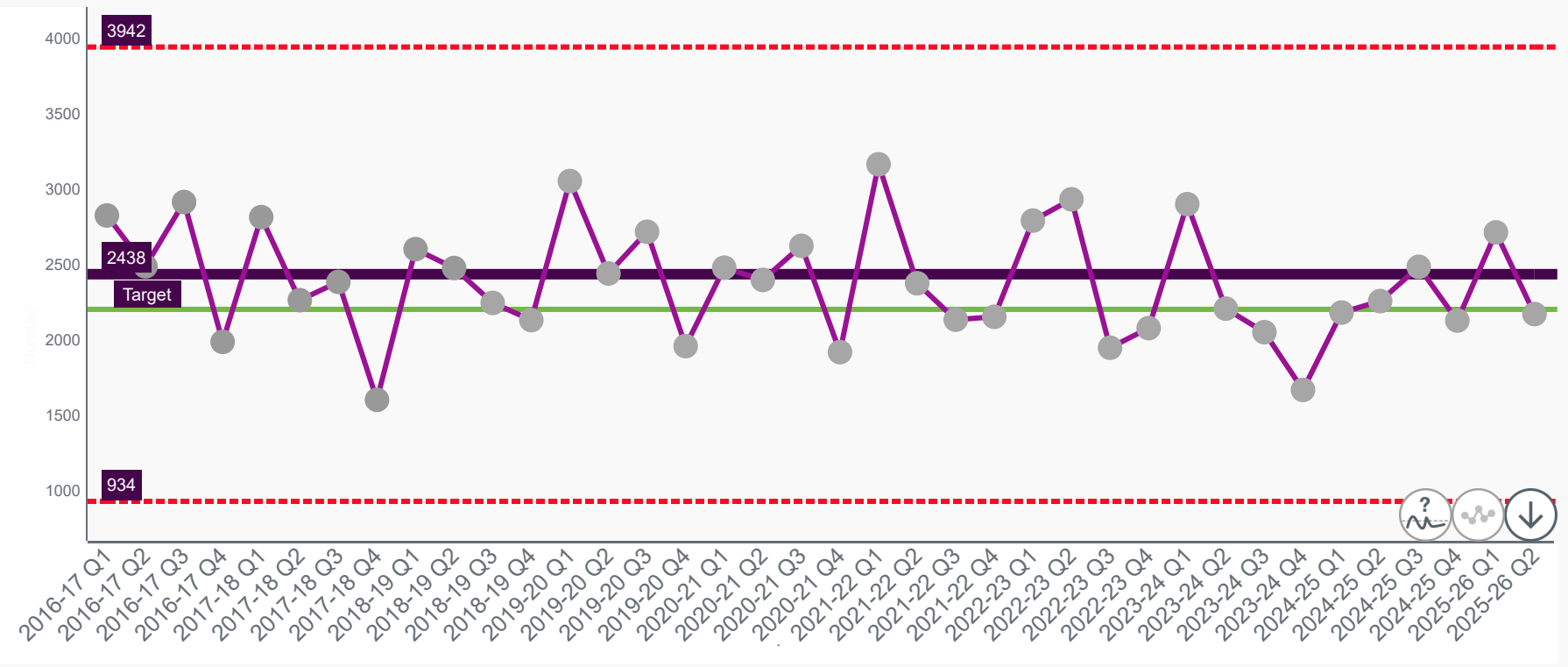
PURPOSE: SFRS aims to support business owners and individuals to increase the safety of their premises and property

Reduce against previous year

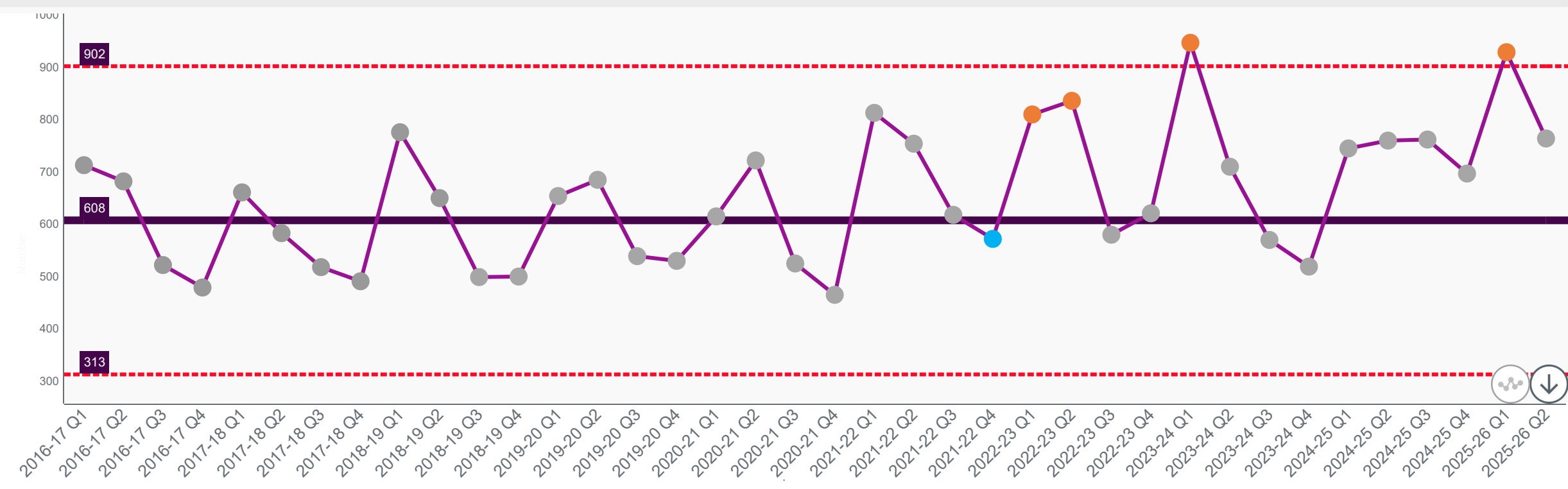
OWNER: Head of Service Delivery - East

SUMMARY

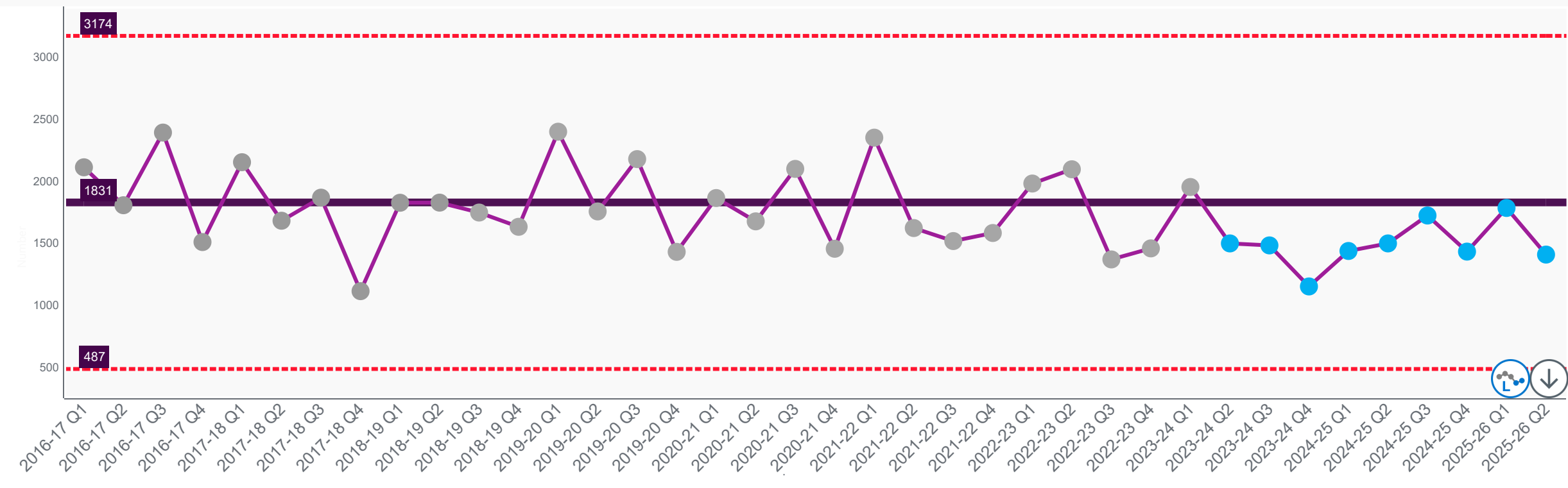
Data should be used to identify and target appropriate prevention activities. This should be considered within seasonal thematic action plans at watch, station and LSO area level. Increased partnership working should be considered as an effective prevention approach.



Accidental Refuse and Vehicle Fires



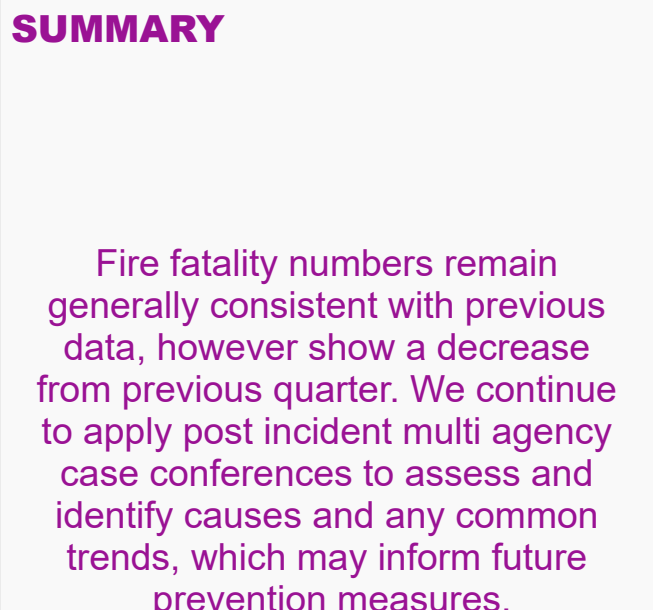
Deliberate Refuse and Vehicle Fires



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

 Reduce against previous year

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



The chart displays the number of deaths from COVID-19 in the Czech Republic from 2016 to 2026. The y-axis represents the number of deaths, ranging from 0 to 26. The x-axis shows time in quarters, from 2016:17 Q1 to 2025:26 Q2. A solid black line represents the actual data, and a dashed red line represents the projected data. The data shows a significant peak in 2020, followed by a decline and then a projected increase in 2025.

| Year | Quarter | Deaths |
|------|---------|--------|
| 2016 | 17 Q1   | 5      |
| 2016 | 17 Q2   | 10     |
| 2016 | 17 Q3   | 11     |
| 2016 | 17 Q4   | 13     |
| 2017 | 18 Q1   | 3      |
| 2017 | 18 Q2   | 9      |
| 2017 | 18 Q3   | 20     |
| 2017 | 18 Q4   | 8      |
| 2018 | 19 Q1   | 5      |
| 2018 | 19 Q2   | 8      |
| 2018 | 19 Q3   | 11     |
| 2018 | 19 Q4   | 17     |
| 2019 | 20 Q1   | 7      |
| 2019 | 20 Q2   | 5      |
| 2019 | 20 Q3   | 7      |
| 2019 | 20 Q4   | 5      |
| 2020 | 21 Q1   | 16     |
| 2020 | 21 Q2   | 7      |
| 2020 | 21 Q3   | 11     |
| 2020 | 21 Q4   | 11     |
| 2021 | 22 Q1   | 10     |
| 2021 | 22 Q2   | 2      |
| 2021 | 22 Q3   | 9      |
| 2021 | 22 Q4   | 11     |
| 2022 | 23 Q1   | 9      |
| 2022 | 23 Q2   | 2      |
| 2022 | 23 Q3   | 12     |
| 2022 | 23 Q4   | 15     |
| 2023 | 24 Q1   | 9      |
| 2023 | 24 Q2   | 9      |
| 2023 | 24 Q3   | 8      |
| 2023 | 24 Q4   | 11     |
| 2024 | 25 Q1   | 7      |
| 2024 | 25 Q2   | 4      |
| 2024 | 25 Q3   | 7      |
| 2024 | 25 Q4   | 11     |
| 2025 | 26 Q1   | 7      |
| 2025 | 26 Q2   | 4      |

The chart displays the number of COVID-19 cases in the United Kingdom over time. The y-axis represents the number of cases, ranging from 0 to 4. The x-axis represents time in quarters, from 2016-17 Q1 to 2025-26 Q2. A red dashed line at y=0 indicates zero cases, and a solid black line at y=1.5 indicates a threshold. A legend in the top right corner shows a red circle with a white 'x' for 'Cases' and a green circle with a white 'x' for 'Deaths'.

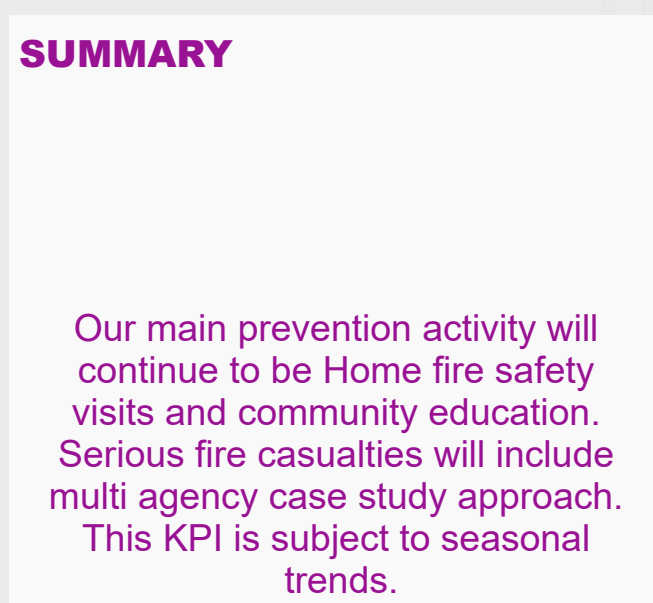
| Quarter    | Cases | Deaths |
|------------|-------|--------|
| 2016-17 Q1 | 1     | 0      |
| 2016-17 Q2 | 1     | 0      |
| 2016-17 Q3 | 3     | 0      |
| 2016-17 Q4 | 0     | 0      |
| 2017-18 Q1 | 2     | 0      |
| 2017-18 Q2 | 0     | 0      |
| 2017-18 Q3 | 0     | 0      |
| 2017-18 Q4 | 1     | 0      |
| 2018-19 Q1 | 0     | 0      |
| 2018-19 Q2 | 0     | 0      |
| 2018-19 Q3 | 0     | 0      |
| 2018-19 Q4 | 1     | 0      |
| 2019-20 Q1 | 1     | 0      |
| 2019-20 Q2 | 1     | 0      |
| 2019-20 Q3 | 1     | 0      |
| 2019-20 Q4 | 0     | 0      |
| 2020-21 Q1 | 0     | 0      |
| 2020-21 Q2 | 1     | 0      |
| 2020-21 Q3 | 3     | 0      |
| 2020-21 Q4 | 1     | 0      |
| 2021-22 Q1 | 2     | 0      |
| 2021-22 Q2 | 1     | 0      |
| 2021-22 Q3 | 2     | 0      |
| 2021-22 Q4 | 0     | 0      |
| 2022-23 Q1 | 2     | 0      |
| 2022-23 Q2 | 0     | 0      |
| 2022-23 Q3 | 1     | 0      |
| 2022-23 Q4 | 0     | 0      |
| 2023-24 Q1 | 0     | 0      |
| 2023-24 Q2 | 2     | 0      |
| 2023-24 Q3 | 1     | 0      |
| 2023-24 Q4 | 0     | 0      |
| 2024-25 Q1 | 2     | 0      |
| 2024-25 Q2 | 1     | 0      |
| 2024-25 Q3 | 2     | 0      |
| 2024-25 Q4 | 1     | 0      |
| 2025-26 Q1 | 1     | 0      |
| 2025-26 Q2 | 3     | 0      |

The chart displays the number of COVID-19 cases in the Czech Republic from 2016 to 2026. The y-axis represents the number of cases, ranging from 0 to 2,500. The x-axis shows the time period in quarters, from 2016-17 Q1 to 2025-26 Q2. A purple line represents the number of cases, and a red line represents the number of deaths. The chart shows a significant peak in cases in 2022, reaching over 2,500 cases in Q4, followed by a sharp decline and then a period of relative stability around 1,000 cases per quarter from 2023 onwards. The number of deaths remains very low throughout the period, with a small peak in 2022 Q4 reaching 2 deaths.

| Quarter    | Cases | Deaths |
|------------|-------|--------|
| 2016-17 Q1 | 0     | 0      |
| 2016-17 Q2 | 0     | 0      |
| 2016-17 Q3 | 0     | 0      |
| 2016-17 Q4 | 0     | 0      |
| 2017-18 Q1 | 0     | 0      |
| 2017-18 Q2 | 1,000 | 0      |
| 2017-18 Q3 | 0     | 0      |
| 2018-19 Q1 | 0     | 0      |
| 2018-19 Q2 | 1,000 | 0      |
| 2018-19 Q3 | 0     | 0      |
| 2018-19 Q4 | 1,000 | 0      |
| 2019-20 Q1 | 0     | 0      |
| 2019-20 Q2 | 0     | 0      |
| 2019-20 Q3 | 0     | 0      |
| 2019-20 Q4 | 0     | 0      |
| 2020-21 Q1 | 0     | 0      |
| 2020-21 Q2 | 1,000 | 0      |
| 2020-21 Q3 | 0     | 0      |
| 2020-21 Q4 | 1,000 | 0      |
| 2021-22 Q1 | 0     | 0      |
| 2021-22 Q2 | 1,000 | 0      |
| 2021-22 Q3 | 0     | 0      |
| 2021-22 Q4 | 2,500 | 2      |
| 2022-23 Q1 | 1,000 | 0      |
| 2022-23 Q2 | 1,000 | 0      |
| 2022-23 Q3 | 0     | 0      |
| 2022-23 Q4 | 0     | 0      |
| 2023-24 Q1 | 0     | 0      |
| 2023-24 Q2 | 1,000 | 0      |
| 2023-24 Q3 | 0     | 0      |
| 2023-24 Q4 | 1,000 | 0      |
| 2024-25 Q1 | 0     | 0      |
| 2024-25 Q2 | 1,000 | 0      |
| 2024-25 Q3 | 0     | 0      |
| 2024-25 Q4 | 0     | 0      |
| 2025-26 Q1 | 0     | 0      |
| 2025-26 Q2 | 0     | 0      |

 Reduce against previous year

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



The chart displays the number of COVID-19 cases in the Netherlands from 2016 to 2026. The y-axis represents the number of cases, ranging from 0 to 300. The x-axis shows time in quarters, from 2016-17 Q1 to 2025-26 Q2. A red dashed line indicates a shift in the data around 2020-02. The chart shows a significant increase in cases starting around 2019, peaking in early 2020, and then fluctuating at a high level.

| Quarter    | Number of Cases |
|------------|-----------------|
| 2016-17 Q1 | 255             |
| 2016-17 Q2 | 214             |
| 2016-17 Q3 | 190             |
| 2016-17 Q4 | 200             |
| 2017-18 Q1 | 225             |
| 2017-18 Q2 | 170             |
| 2017-18 Q3 | 215             |
| 2017-18 Q4 | 205             |
| 2018-19 Q1 | 235             |
| 2018-19 Q2 | 205             |
| 2018-19 Q3 | 215             |
| 2018-19 Q4 | 230             |
| 2019-20 Q1 | 180             |
| 2019-20 Q2 | 230             |
| 2019-20 Q3 | 190             |
| 2019-20 Q4 | 185             |
| 2020-21 Q1 | 129             |
| 2020-21 Q2 | 138             |
| 2020-21 Q3 | 160             |
| 2020-21 Q4 | 165             |
| 2021-22 Q1 | 155             |
| 2021-22 Q2 | 125             |
| 2021-22 Q3 | 125             |
| 2021-22 Q4 | 110             |
| 2022-23 Q1 | 140             |
| 2022-23 Q2 | 105             |
| 2022-23 Q3 | 140             |
| 2022-23 Q4 | 185             |
| 2023-24 Q1 | 105             |
| 2023-24 Q2 | 120             |
| 2023-24 Q3 | 140             |
| 2023-24 Q4 | 165             |
| 2024-25 Q1 | 165             |
| 2024-25 Q2 | 100             |
| 2024-25 Q3 | 160             |
| 2024-25 Q4 | 160             |
| 2025-26 Q1 | 115             |
| 2025-26 Q2 | 85              |

The chart displays the daily number of COVID-19 cases in the United Kingdom over a ten-year period. The y-axis represents the number of cases, ranging from 0 to 20. The x-axis shows time in quarters from 2016-17 Q1 to 2025-26 Q2. A solid black horizontal line is drawn at y=9, and a dashed red horizontal line is at y=19. A red dashed line segment at y=14 spans from 2021-22 Q3 to 2025-26 Q2. A legend indicates 'Shift added to reflect...'. The data points are as follows:

| Quarter    | Cases |
|------------|-------|
| 2016-17 Q1 | 19    |
| 2016-17 Q2 | 15    |
| 2016-17 Q3 | 5     |
| 2016-17 Q4 | 3     |
| 2017-18 Q1 | 10    |
| 2017-18 Q2 | 9     |
| 2017-18 Q3 | 7     |
| 2017-18 Q4 | 9     |
| 2018-19 Q1 | 6     |
| 2018-19 Q2 | 8     |
| 2018-19 Q3 | 7     |
| 2018-19 Q4 | 10    |
| 2019-20 Q1 | 11    |
| 2019-20 Q2 | 4     |
| 2019-20 Q3 | 9     |
| 2019-20 Q4 | 2     |
| 2020-21 Q1 | 3     |
| 2020-21 Q2 | 6     |
| 2020-21 Q3 | 3     |
| 2020-21 Q4 | 6     |
| 2021-22 Q1 | 10    |
| 2021-22 Q2 | 9     |
| 2021-22 Q3 | 4     |
| 2022-23 Q1 | 4     |
| 2022-23 Q2 | 4     |
| 2022-23 Q3 | 1     |
| 2022-23 Q4 | 9     |
| 2023-24 Q1 | 3     |
| 2023-24 Q2 | 8     |
| 2023-24 Q3 | 4     |
| 2023-24 Q4 | 1     |
| 2024-25 Q1 | 5     |
| 2024-25 Q2 | 7     |
| 2024-25 Q3 | 4     |
| 2024-25 Q4 | 9     |
| 2025-26 Q1 | 4     |
| 2025-26 Q2 | 12    |

The chart displays the number of employees per quarter from 2016 to 2026. The data points are as follows:

| Quarter   | Number of Employees |
|-----------|---------------------|
| '16-17 Q1 | 6                   |
| '16-17 Q2 | 7                   |
| '16-17 Q3 | 7                   |
| '16-17 Q4 | 3                   |
| '17-18 Q1 | 8                   |
| '17-18 Q2 | 7                   |
| '17-18 Q3 | 2                   |
| '17-18 Q4 | 5                   |
| '18-19 Q1 | 5                   |
| '18-19 Q2 | 15                  |
| '18-19 Q3 | 10                  |
| '18-19 Q4 | 4                   |
| '19-20 Q1 | 6                   |
| '19-20 Q2 | 14                  |
| '19-20 Q3 | 7                   |
| '19-20 Q4 | 2                   |
| '20-21 Q1 | 3                   |
| '20-21 Q2 | 13                  |
| '20-21 Q3 | 12                  |
| '20-21 Q4 | 8                   |
| '21-22 Q1 | 4                   |
| '21-22 Q2 | 7                   |
| '21-22 Q3 | 3                   |
| '21-22 Q4 | 3                   |
| '22-23 Q1 | 1                   |
| '22-23 Q2 | 3                   |
| '22-23 Q3 | 6                   |
| '22-23 Q4 | 4                   |
| '23-24 Q1 | 2                   |
| '23-24 Q2 | 6                   |
| '23-24 Q3 | 2                   |
| '23-24 Q4 | 2                   |
| '24-25 Q1 | 3                   |
| '24-25 Q2 | 4                   |
| '24-25 Q3 | 2                   |
| '24-25 Q4 | 4                   |
| '25-26 Q1 | 4                   |
| '25-26 Q2 | 8                   |
| '25-26 Q3 | 7                   |



OUTCOME 1: KPI 6 - 11

SCOTTISH FIRE AND RESCUE SERVICE

LIVE MANAGEMENT INFORMATION

Prevention and Protection

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

KPI 6

Number of Home Fire Safety Visits conducted

PURPOSE:

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

OWNER:

Head of Prevention, Protection and Preparedness

SUMMARY

The total number of HFSV has increased from Q1 demonstrating members of the public and staff have adapted to the new policy / system. Numbers were expected to be lower than previous years due to the introduction of criteria and focus on higher risk.

KPI 7

% High Risk of Home Fire Safety Visits

PURPOSE:

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

This KPI is no longer relevant as the method of assessing the risk level of home fire safety visits has changed.

OWNER:

Head of Prevention, Protection and Preparedness

SUMMARY

A policy change in February 2025 means there are no longer categories for Low, Medium and High-Risk visits. Only those meeting a criteria are offered a visit which means this measure is no longer valid.

KPI 8

% Partner Referral of Home Fire Safety Visits

PURPOSE:

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

This KPI is not currently viable as partner referral data is not available for reporting.

OWNER:

Head of Prevention, Protection and Preparedness

SUMMARY

The HFSV App does not currently support the recording of partner referrals, so this data is not available.

KPI 9

Fire Safety Audits Completed

PURPOSE:

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

OWNER:

Head of Prevention, Protection and Preparedness

SUMMARY

Audit performance is expected to maintain a consistent approach across the year period. Influencing factors such as ongoing legal cases which consume available local resource is being offset with an increase in skills and competence creating dynamic figures, all of which are impacting positively.

KPI 10

Accidental Dwelling Fires

PURPOSE:

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

OWNER:

Head of Service Delivery - East

SUMMARY

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

KPI 11

% of accidental dwelling fires classed as High Severity

PURPOSE:

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

OWNER:

Head of Service Delivery - East

SUMMARY

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

06/11/2025

© Scottish Fire & Rescue Service 2025



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

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





Response



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

KPI 12

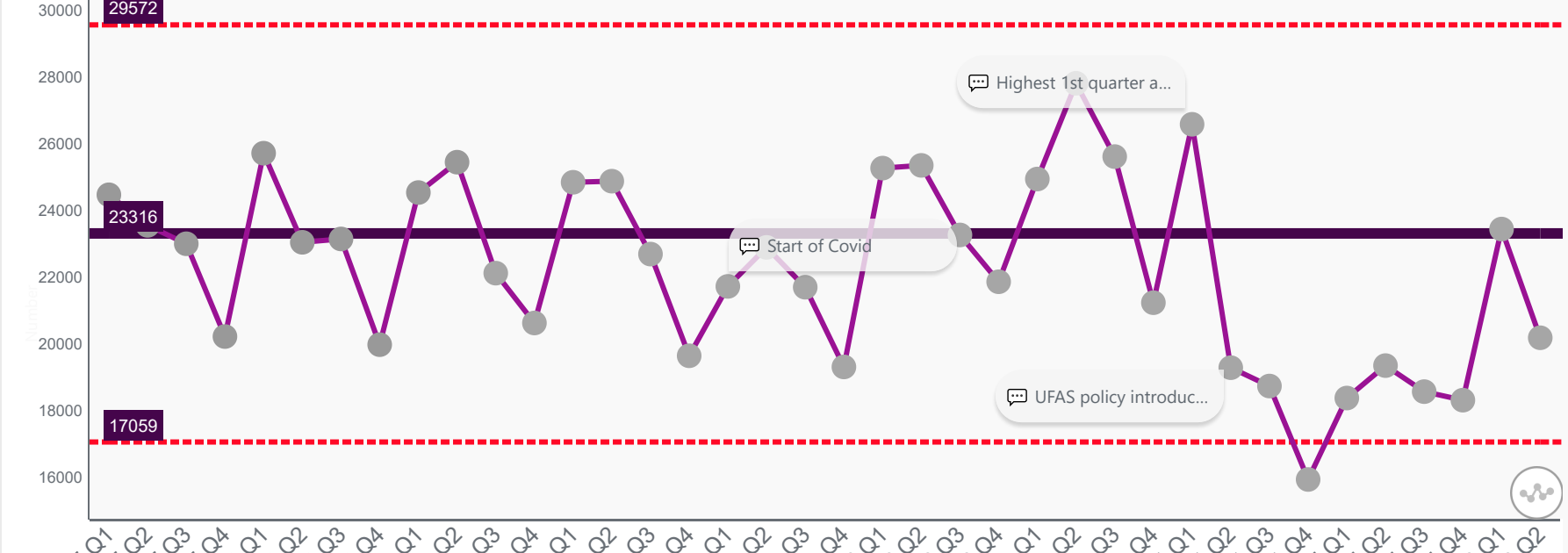
Total Incidents

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



Track

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



SUMMARY

UFAS reduction continues to have a positive impact on total number of incidents attended.

KPI 13

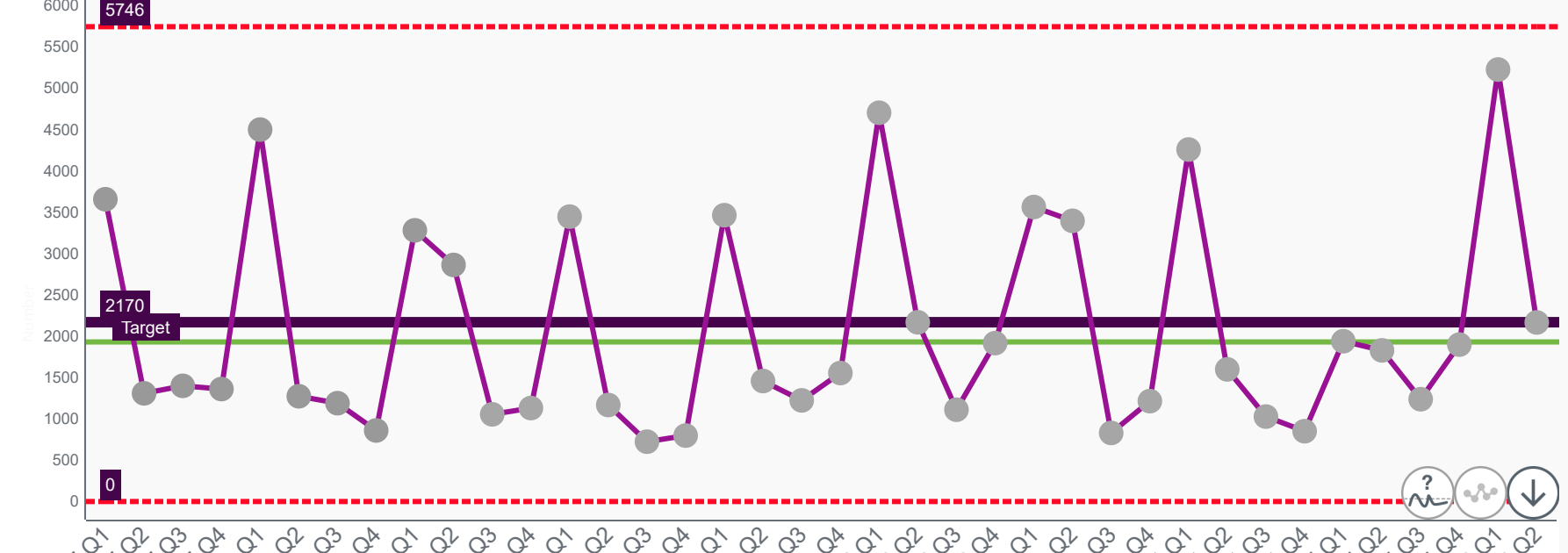
Non-refuse Secondary Fires

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



Reduce against previous year

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



SUMMARY

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

KPI 14

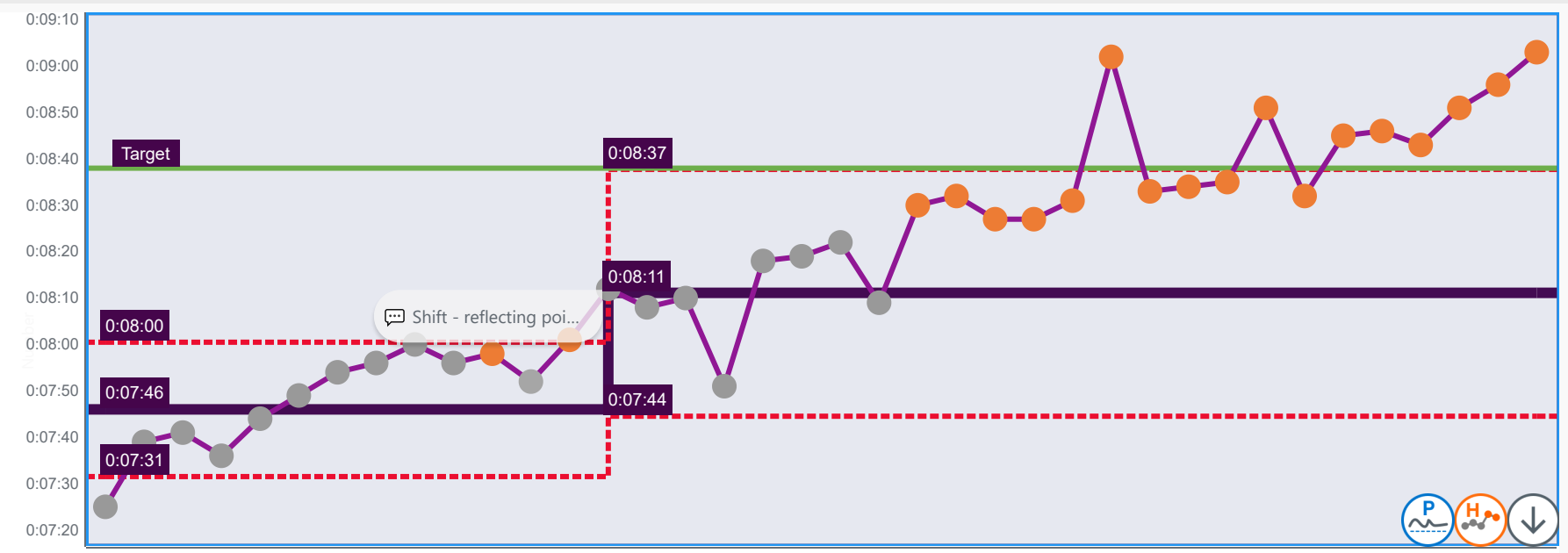
Median Response Time to Life Risk Incidents - National

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



Reduce against previous year

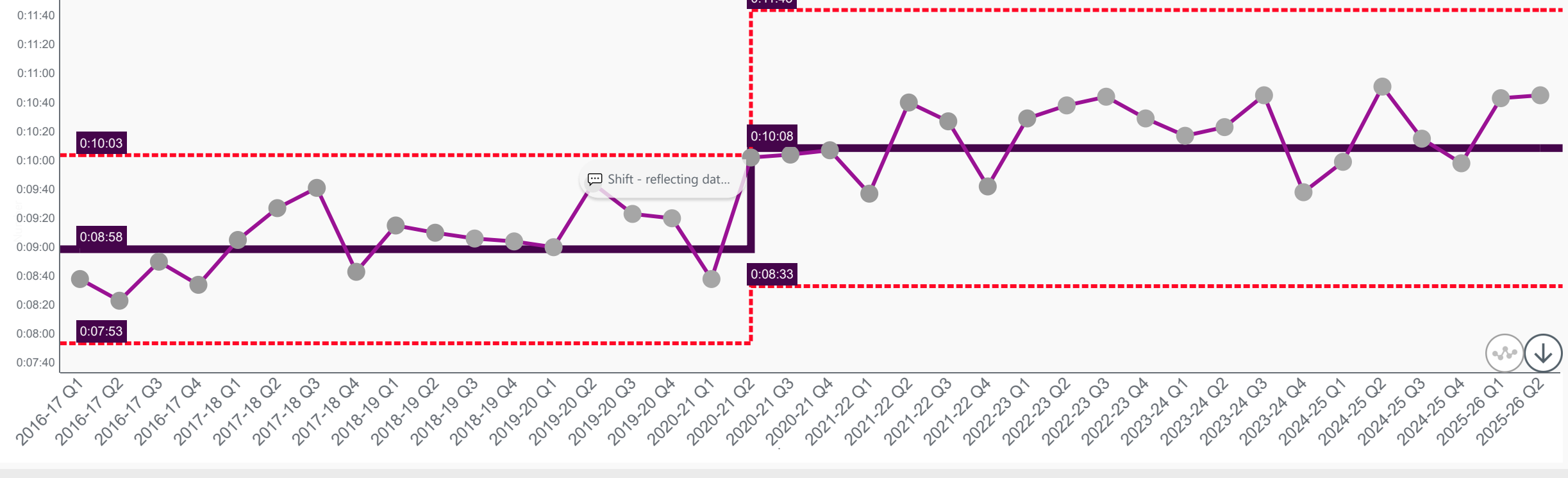
**OWNER:** Head of Service Delivery - East



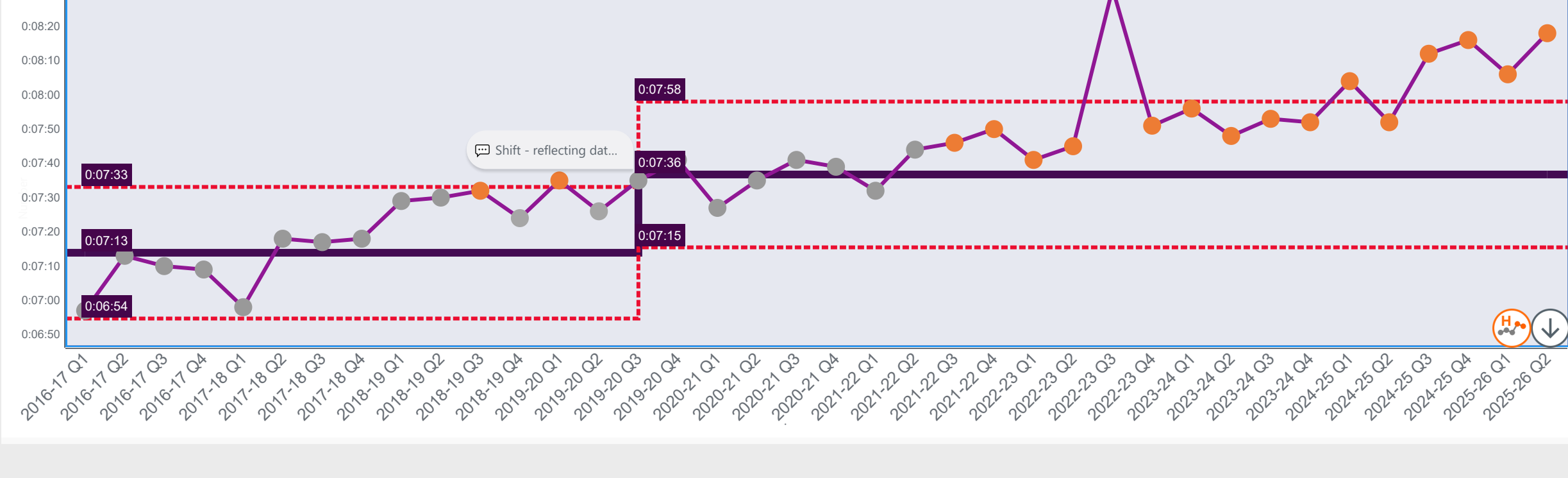
SUMMARY

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

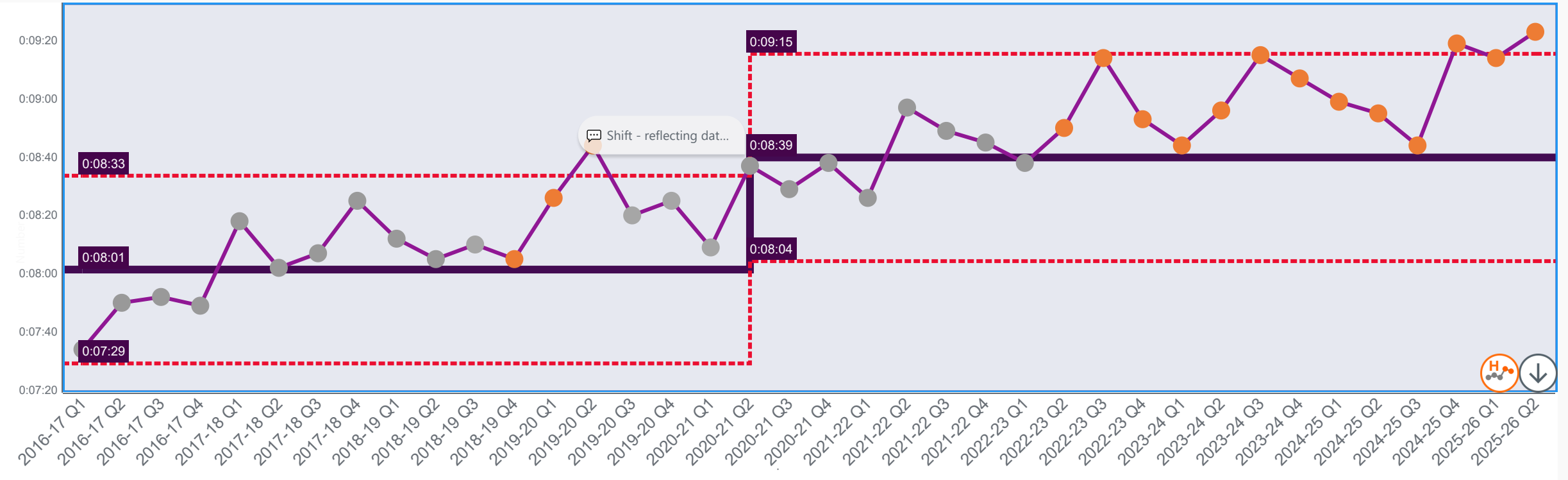
Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



Median Response Time to Life Risk Incidents - East SDA



KPI 15

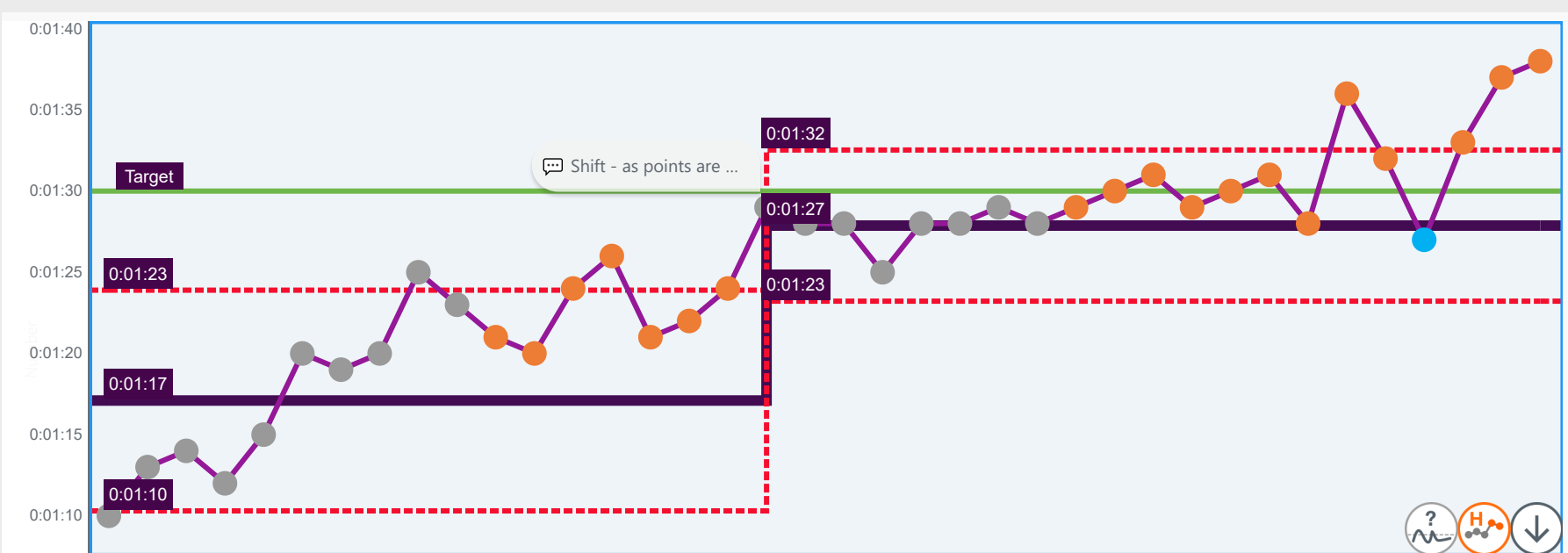
Median Call Handling Time for Life Risk Incidents - National

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



Reduce against previous year

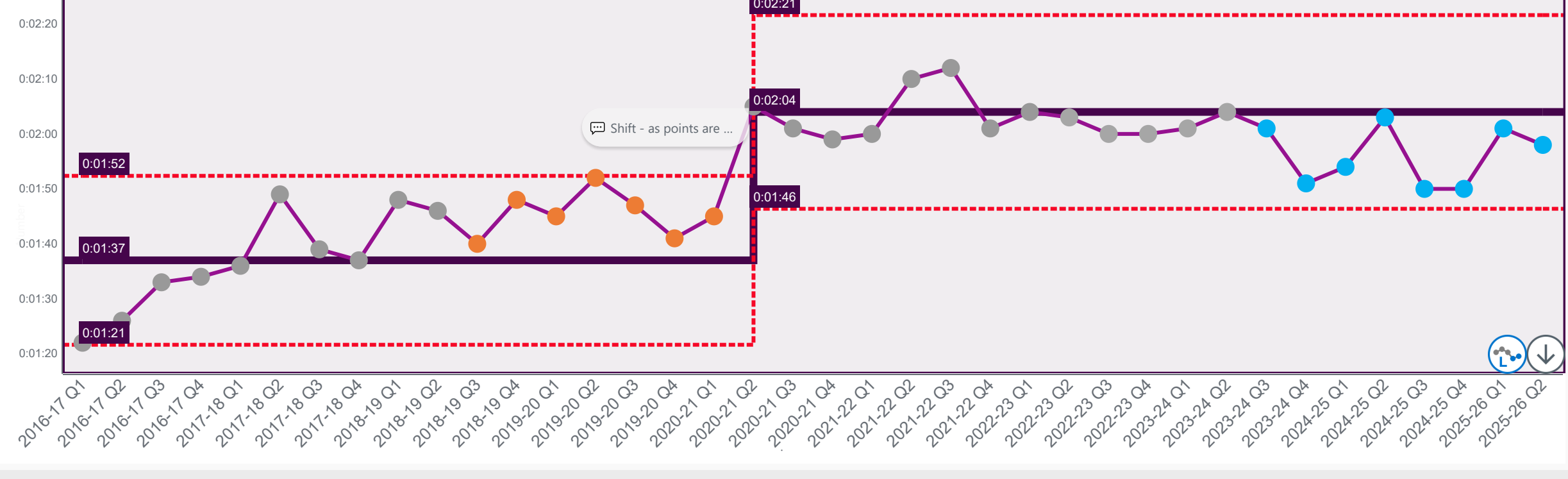
**OWNER:** Head of Service Delivery - East



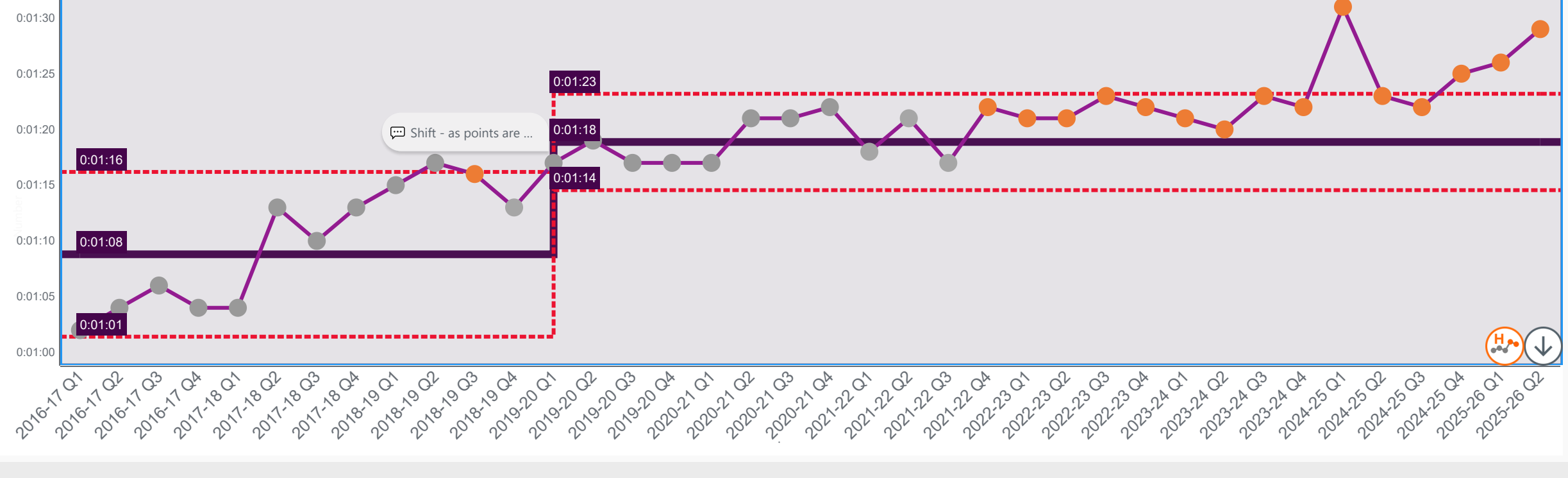
SUMMARY

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

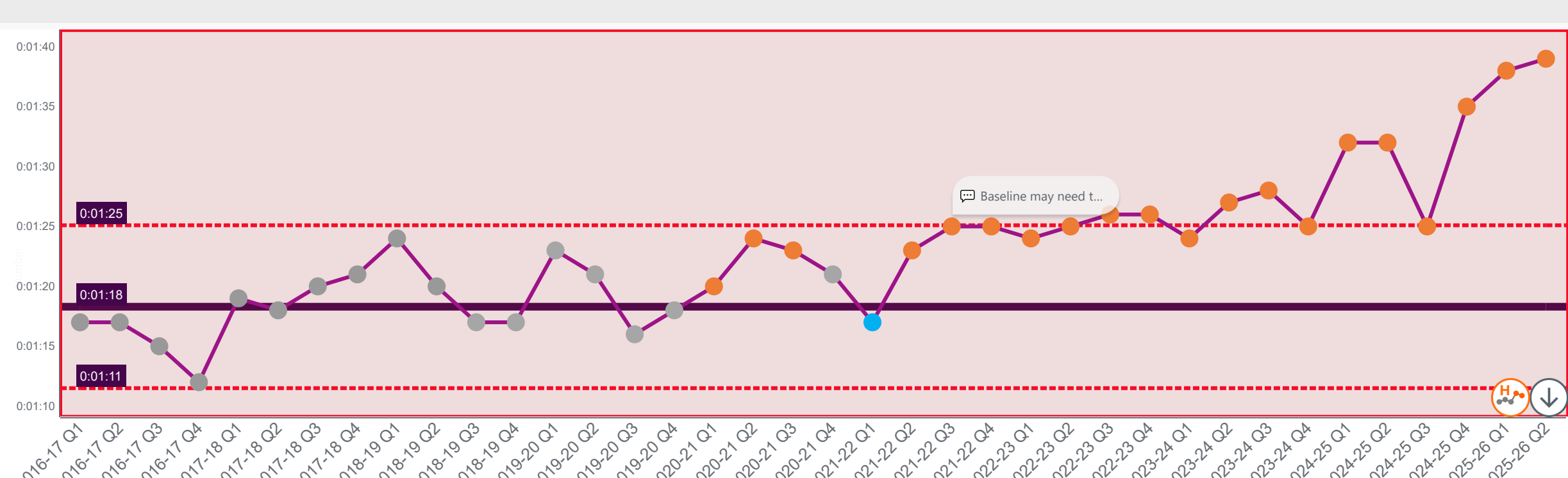
Median Call Handling Time for Life Risk Incidents - North SDA



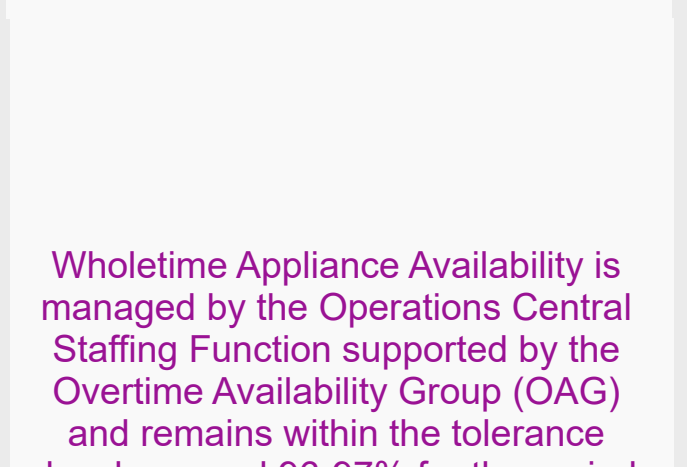
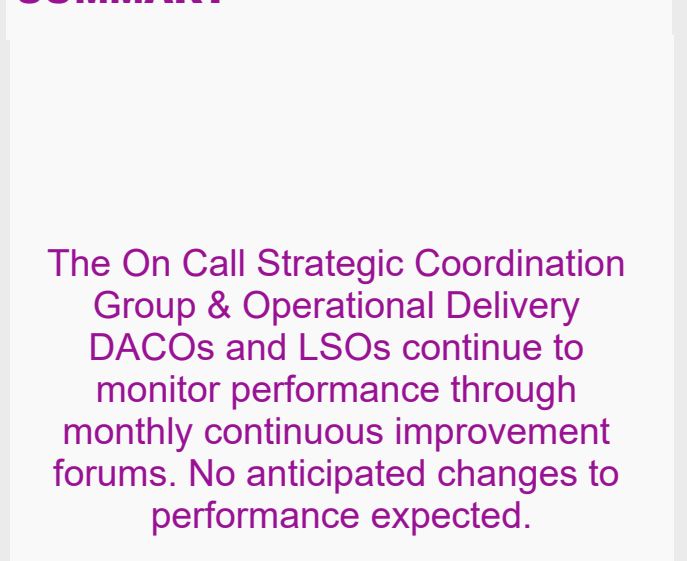
Median Call Handling Time for Life Risk Incidents - West SDA



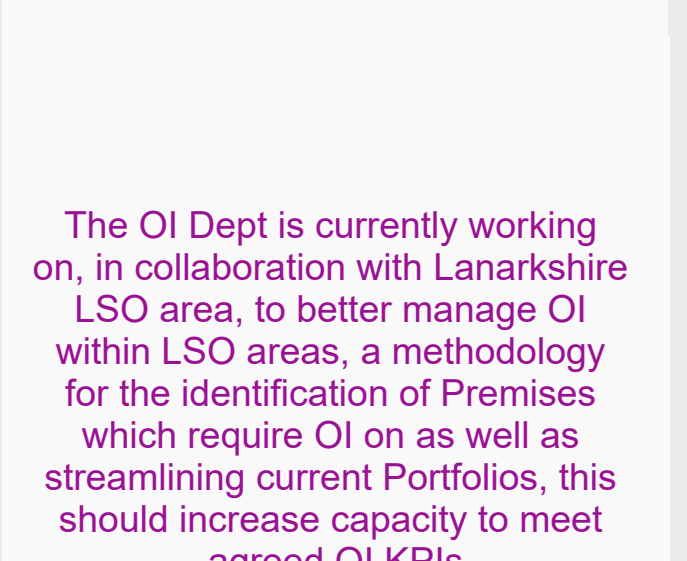
Median Call Handling Time for Life Risk Incidents - East SDA



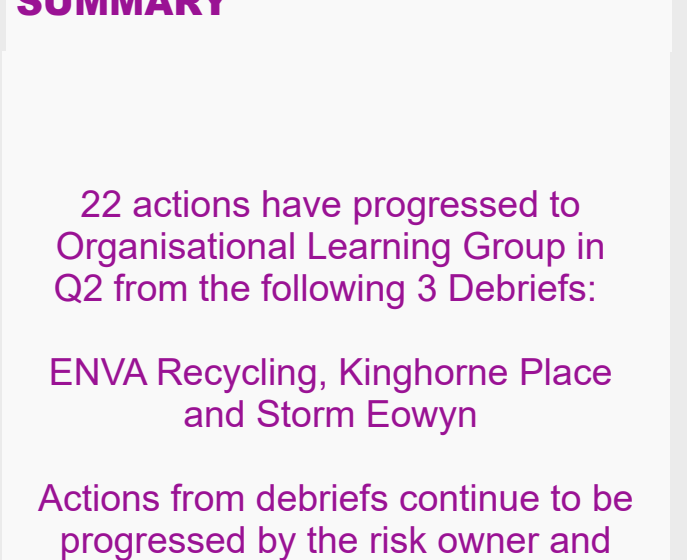




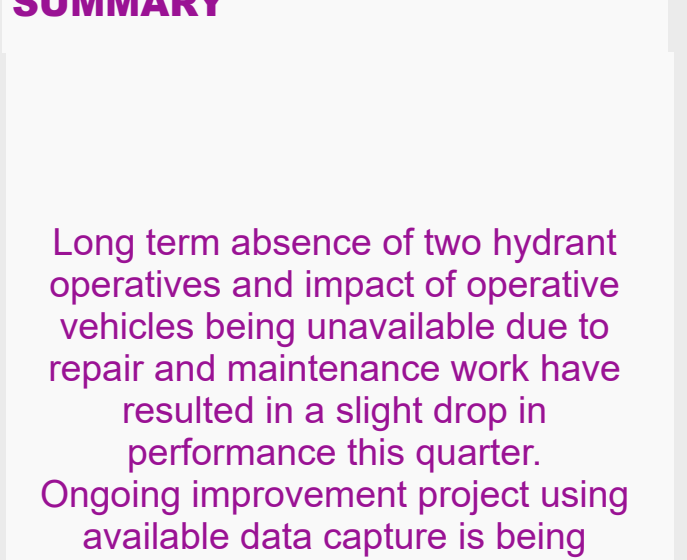
**OWNER:** Head of Prevention, Protection and Preparedness



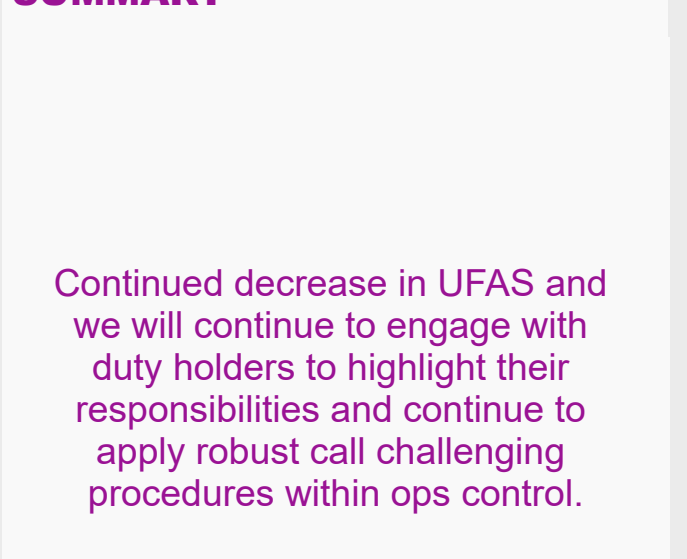
**OWNER:** Head of Safety and Assurance



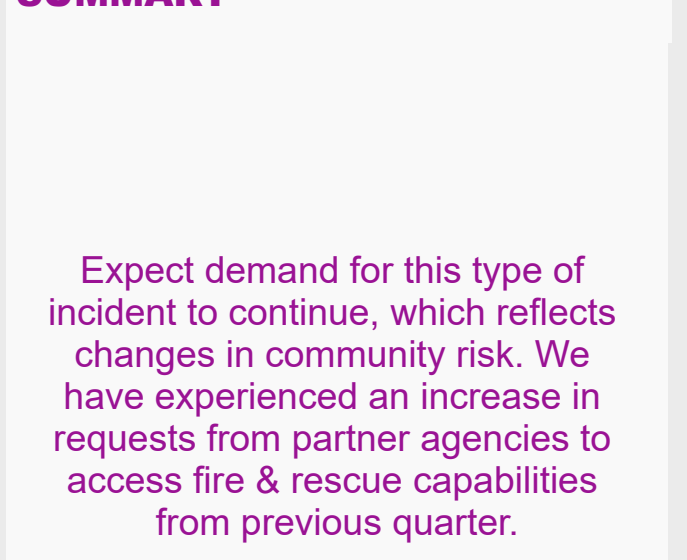
**OWNER:** Head of Prevention,  
Protection and Preparedness



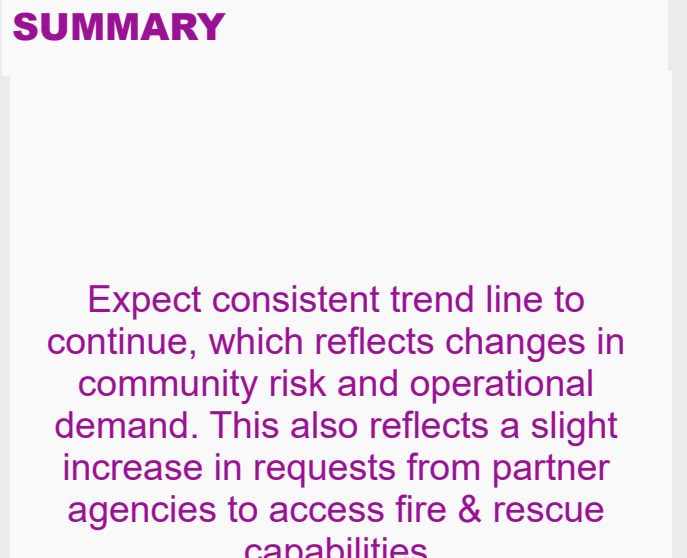
**OWNER:** Head of Service  
Delivery - East



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



**OWNER:** Head of Service Delivery East







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

### How to navigate your way around this report:

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

### How to interact with the report:

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

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



- You can view the details of data that make up a visualisation by **hovering over a chart/visual** (e.g. a point on a map or bar/line on a chart).
- You can change how a visual looks by sorting it, for example by numeric values or text data. To sort a visual, first select it and then click on the **More actions** (...) button on the visual, which will bring up the sorting options. Power BI reports retain the filters, slicers, sorting, and other data view changes that you make.
- You can use the filters on the report page to target specific areas or time periods etc. To select more than one option in a filter (for example more than 1 business area), **press and hold the Ctrl button on your keyboard** whilst you click on the filter selections.

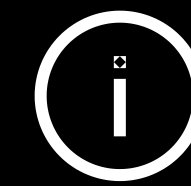
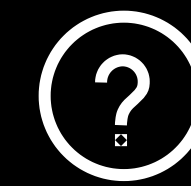
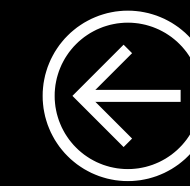
### Interpreting statistics and trends:

For help with interpreting the statistics within this report, identifying potential trends, or to gain a deeper understanding of what the data means, please contact the Business Intelligence Team.

### Usage:

This report uses **LIVE MANAGEMENT INFORMATION**. Only specific users can access the report, and you must not take screen shots of any of the pages.

For further help, please contact the Business Intelligence Team -  
[bi@firescotland.gov.uk](mailto:bi@firescotland.gov.uk)



LIVE  
MANAGEMENT  
INFORMATION



Created by Business Intelligence

Any issues or questions with this report please contact

[bi@firescotland.gov.uk](mailto:bi@firescotland.gov.uk)



# SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



**SCOTTISH**  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

**Report No: C/SDC/31-25**

**Agenda Item: 11.1**

|                               |                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                              |          |          |          |          |          |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| <b>Report to:</b>             | <b>SERVICE DELIVERY COMMITTEE</b>                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                              |          |          |          |          |          |
| <b>Meeting Date:</b>          | <b>25 NOVEMBER 2025</b>                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                              |          |          |          |          |          |
| <b>Report Title:</b>          | <b>RISK UPDATE REPORT</b>                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                              |          |          |          |          |          |
| <b>Report Classification:</b> | <b>For Scrutiny</b>                                                                                                                                                                                                                                                                                                                                                                        | <b>SFRS Board/Committee Meetings ONLY</b><br><b>For Reports to be held in Private</b><br><b>Specify rationale below referring to</b><br><b><u>Board Standing Order 9</u></b> |          |          |          |          |          |
|                               |                                                                                                                                                                                                                                                                                                                                                                                            | <u>A</u>                                                                                                                                                                     | <u>B</u> | <u>C</u> | <u>D</u> | <u>E</u> | <u>F</u> |
| <b>1</b>                      | <b>Purpose</b>                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                              |          |          |          |          |          |
| 1.1                           | The purpose of this report is to provide the Service Delivery Committee (SDC) with an overview of the current risks highlighted by Directorates.                                                                                                                                                                                                                                           |                                                                                                                                                                              |          |          |          |          |          |
| <b>2</b>                      | <b>Background</b>                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                              |          |          |          |          |          |
| 2.1                           | The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks we face, and the actions required to minimise these risks.                                                                                                                                                                             |                                                                                                                                                                              |          |          |          |          |          |
| 2.2                           | The Audit and Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register.                                                                                                                                      |                                                                                                                                                                              |          |          |          |          |          |
| 2.3                           | The Strategic Leadership Team (SLT) has responsibility for the identification and management of risk and will ensure that Risk Registers present a fair and reasonable reflection of the most significant risks impacting upon the organisation. The SLT will champion the importance of risk management in supporting the achievement of the Service's strategic outcomes and objectives. |                                                                                                                                                                              |          |          |          |          |          |
| 2.4                           | Risk Registers are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Owners provide information on the current controls in place and identify additional actions still required.                                                                          |                                                                                                                                                                              |          |          |          |          |          |
| <b>3</b>                      | <b>Main Report/Detail</b>                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                              |          |          |          |          |          |
| 3.1                           | <b>Risk Overview</b>                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                              |          |          |          |          |          |
| 3.1.1                         | The risk register is a management tool that provides assurance to the Service, and its scrutiny bodies, that the significant risks of the organisation have been identified, managed and are subject to ongoing monitoring and review.                                                                                                                                                     |                                                                                                                                                                              |          |          |          |          |          |
| 3.1.2                         | Appendix A provides details of all risks above the risk rating of 15, as previously agreed by the Service, with Appendix B providing a summary of risks falling below 15 together with details on the position of control actions.                                                                                                                                                         |                                                                                                                                                                              |          |          |          |          |          |
| 3.2                           | <b>Alignment to Strategic Outcomes</b>                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                              |          |          |          |          |          |
| 3.2.1                         | The table below identifies the alignment between the 2022-25 Strategic Outcomes and the current Directorate Risks with each risk aligned to a single outcome:                                                                                                                                                                                                                              |                                                                                                                                                                              |          |          |          |          |          |

| Strategic Outcomes |                                                                                                                 | Directorate Risks |    |   |   | Total |
|--------------------|-----------------------------------------------------------------------------------------------------------------|-------------------|----|---|---|-------|
|                    |                                                                                                                 | VH                | H  | M | L |       |
| Outcome 1          | Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.      | 4                 | 1  |   |   | 5     |
| Outcome 2          | Communities are safer and more resilient as we respond effectively to changing risks.                           | 5                 | 3  | 1 |   | 9     |
| Outcome 3          | We value and demonstrate innovation across all areas of our work.                                               |                   |    | 1 |   | 1     |
| Outcome 4          | We respond to the impacts of climate change in Scotland and reduce our carbon emissions.                        |                   | 1  |   |   | 1     |
| Outcome 5          | We are a progressive organisation, use our resources responsibly and provide best value for money to the public | 5                 | 6  | 3 |   | 14    |
| Outcome 6          | The experience of those who work for SFRS improves as we are the best employer we can be.                       | 2                 | 5  | 3 |   | 10    |
| Outcome 7          | Community safety and wellbeing improves as we work effectively with our partners                                |                   |    | 1 |   | 1     |
|                    |                                                                                                                 | 16                | 16 | 9 |   | 41    |

3.2.2

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

3.3

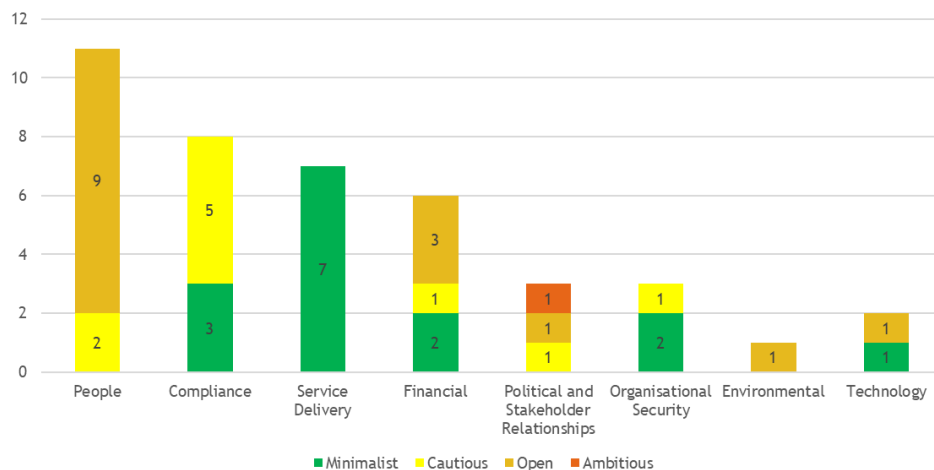
### Risk Appetite

3.3.1

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

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

Risk Appetite Summary



3.3.2

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

| Risk ID | Governance Alignment | Risk Rating | Target Risk | Risk Appetite                        | RR Against RA |
|---------|----------------------|-------------|-------------|--------------------------------------|---------------|
| FCS005  | ARAC (CB)            | 16          | 8           | Financial (Minimalist)               | Above         |
| FCS019  | SDC (SDB)            | 20          | 12          | Technology (Open)                    | Above         |
| FCS022  | PC (CB)              | 16          | 12          | People (Open)                        | Above         |
| OD001   | SDC (SDB)            | 15          | 6           | Service Delivery (Minimalist)        | Above         |
| POD020  | PC (CB)              | 16          | 4           | People (Open)                        | Above         |
| PPP005  | SDC (SDB)            | 16          | 4           | People (Open)                        | Above         |
| PPP007  | SDC (SDB)            | 20          | 4           | Compliance (Minimalist)              | Above         |
| PPP008  | SDC (SDB)            | 16          | 4           | Service Delivery (Minimalist)        | Above         |
| PPP009  | SDC (SDB)            | 16          | 4           | Organisational Security (Minimalist) | Above         |
| SD001   | SDC (SDB)            | 15          | 10          | Service Delivery (Minimalist)        | Above         |
| SDD007  | ARAC (CB)            | 20          | 12          | Organisational Security (Minimalist) | Above         |
| SPPC001 | SDC (SDB)            | 15          | 5           | Compliance (Cautious)                | Above         |
| SPPC004 | ARAC (CB)            | 20          | 8           | Compliance (Cautious)                | Above         |
| SPPC016 | SDC (SDB)            | 15          | 5           | Technology (Minimalist)              | Above         |
| TSA018  | PC (TSAB)            | 16          | 6           | Compliance (Minimalist)              | Above         |
| TSA019  | PC (TSAB)            | 16          | 8           | Financial (Open)                     | Above         |

## 3.3.3

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

| Risk ID | Governance Alignment | Risk Rating | Target Risk | Risk Appetite                                       | RR Against RA |
|---------|----------------------|-------------|-------------|-----------------------------------------------------|---------------|
| FCS008  | ARAC (SDB)           | 12          | 8           | Environmental (Open)                                | Within        |
| FCS011  | ARAC (CB)            | 12          | 9           | Financial (Minimalist)                              | Above         |
| FCS015  | ARAC (SDB)           | 12          | 8           | People (Open)                                       | Within        |
| FCS018  | PC (CB)              | 9           | 6           | People (Open)                                       | Below         |
| FCS020  | ARAC (CB)            | 12          | 8           | Financial (Open)                                    | Within        |
| FCS021  | ARAC (SDB)           | 12          | 8           | Financial (Open)                                    | Within        |
| FCS023  | ARAC (CB)            | 12          | 9           | Financial (Cautious)                                | Above         |
| FCS024  | ARAC (SDB)           | 12          | 4           | People (Open)                                       | Within        |
| FCS025  | PC (CB)              | 12          | 4           | People (Open)                                       | Within        |
| POD015  | PC (CB)              | 12          | 4           | People (Cautious)                                   | Above         |
| POD016  | PC (CB)              | 9           | 4           | Service Delivery (Minimalist)                       | Above         |
| POD018  | PC (CB)              | 9           | 4           | Compliance (Cautious)                               | Within        |
| POD021  | PC (CB)              | 6           | 4           | Service Delivery (Minimalist)                       | Above         |
| POD022  | PC (CB)              | 12          | 4           | People (Cautious)                                   | Above         |
| POD023  | PC (CB)              | 12          | 4           | People (Open)                                       | Within        |
| PPP004  | SDC (SDB)            | 12          | 4           | People (Open)                                       | Within        |
| SD003   | SDC (SDB)            | 9           | 9           | Service Delivery (Minimalist)                       | Above         |
| SD006   | PC (CB)              | 12          | 8           | Service Delivery (Minimalist)                       | Above         |
| SPPC003 | ARAC (CB)            | 8           | 8           | Compliance (Cautious)                               | Within        |
| SPPC007 | ARAC (CB)            | 12          | 12          | Political and Stakeholder Relationships (Cautious)  | Above         |
| SPPC012 | ARAC (CB)            | 12          | 8           | Organisational Security (Cautious)                  | Above         |
| SPPC013 | ARAC (CB)            | 8           | 8           | Political and Stakeholder Relationships (Open)      | Below         |
| SPPC014 | ARAC (CB)            | 8           | 8           | Compliance (Cautious)                               | Within        |
| SPPC015 | ARAC (CB)            | 6           | 6           | Political and Stakeholder Relationships (Ambitious) | Below         |
| TSA014  | PC (TSAB)            | 12          | 4           | Compliance (Minimalist)                             | Above         |

## 3.3.4

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

## 3.4

## 3.4.1

**Risk Spotlights**

Future risks reports will look to identify risk spotlights undertaken by each Committee and Executive Board to ensure adequate levels of assurance are being provided. All

Committee's and Executive Boards are asked to consider risks for future risk spotlights and following these discussions identify whether required levels of assurance on progress have been provided.

3.5

3.5.1

### Significant Directorate Risks

In relation to the current period Directorates reviewed their registers identifying 41 Directorate risks of which 16 are rated at 15 or above and coloured red within the table.

| What is the current status of each risk? |                    |                |         |            |          |
|------------------------------------------|--------------------|----------------|---------|------------|----------|
| Probability                              | Impact             |                |         |            |          |
|                                          |                    | Negligible (1) | Low (2) | Medium (3) | High (4) |
|                                          | Rare (1)           |                |         |            |          |
|                                          | Unlikely (2)       |                |         | 2          | 3        |
|                                          | Possible (3)       |                |         | 4          | 12       |
|                                          | Likely (4)         |                |         | 4          | 8        |
|                                          | Almost Certain (5) |                |         | 1          | 2        |

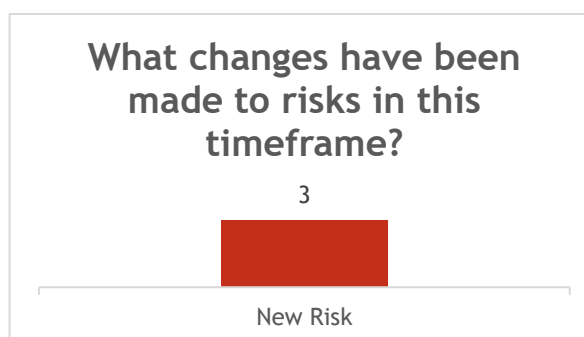
3.5.2

Appendix A to the report provides information on all risks rated 15 or above. In relation to the SDC, there are 9 aligned risks:

| Risk Ref | Risk Description                                                                                                                                                                                                                                  |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FCS019   | There is a risk that many of our critical services and systems, which support Operations Control team functions, could fail and be unrecoverable.                                                                                                 |
| PPP005   | There is a risk of insufficient levels of qualified and skilled Fire Engineering resources                                                                                                                                                        |
| OD001    | There is a risk of a non-resilient fire control due to insufficient employees and an ineffective fire control structure.                                                                                                                          |
| SD001    | There is a risk of failure to mobilise to an incident due to a technical failure of the existing mobilising systems.                                                                                                                              |
| SPPC016  | SFRS fails to ensure that SFRS are familiar and able to use Fire and Rescue Data and Analytical Platform (FARDAP)                                                                                                                                 |
| SPPC001  | There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems                                                                              |
| PPP007   | There is a risk of failure to meet our statutory duties under the CCA (2004) to maintain business continuity plans as SFRS doesn't currently have a BCMS.                                                                                         |
| PPP008   | The Resilience Management Team has recognised a gap in national-level planning and Disruption preparedness. Currently ad-hoc teams are formed as needed, composed of members from the Resilience Team, LSO representation, and other stakeholders |
| PPP009   | There is a risk SFRS cannot accept, record and report on partner referrals for HFSVs (and reciprocal referrals for support) due to the partner element of the App not being live - due to failing cyber security testing.                         |

3.5.3

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



3.5.4

Three new risks, aligned to the SDC, have been added in relation to:

| Risk Ref | Risk Description                                                                                                                                                                                                                                  |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PPP007   | There is a risk of failure to meet our statutory duties under the CCA (2004) to maintain business continuity plans as SFRS doesn't currently have a BCMS.                                                                                         |
| PPP008   | The Resilience Management Team has recognised a gap in national-level planning and Disruption preparedness. Currently ad-hoc teams are formed as needed, composed of members from the Resilience Team, LSO representation, and other stakeholders |
| PPP009   | There is a risk SFRS cannot accept, record and report on partner referrals for HFSVs (and reciprocal referrals for support) due to the partner element of the App not being live - due to failing cyber security testing.                         |

3.5.5

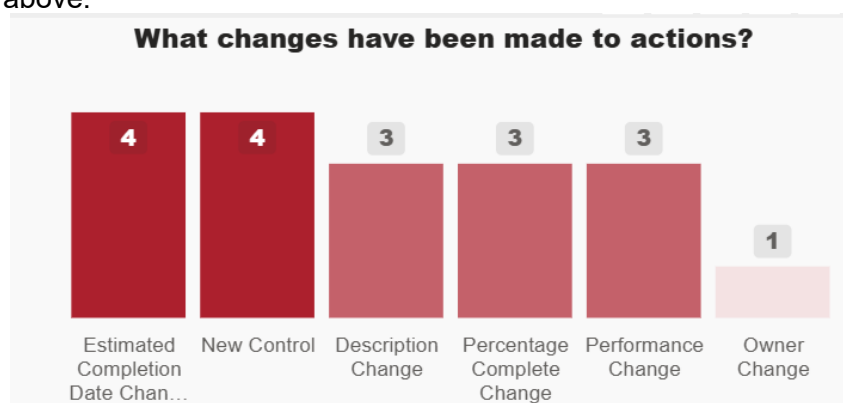
In relation to risks rated below 15, aligned to SDC, no changes we made by Directorates.

3.6

### Control Actions

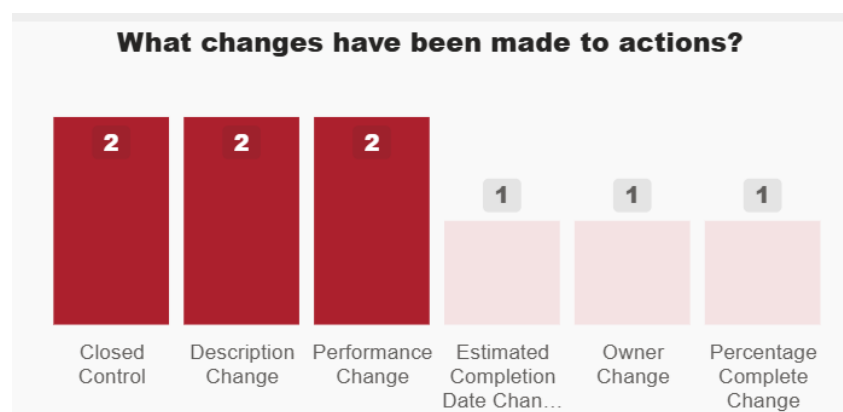
3.6.1

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



3.6.2

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



3.6.3

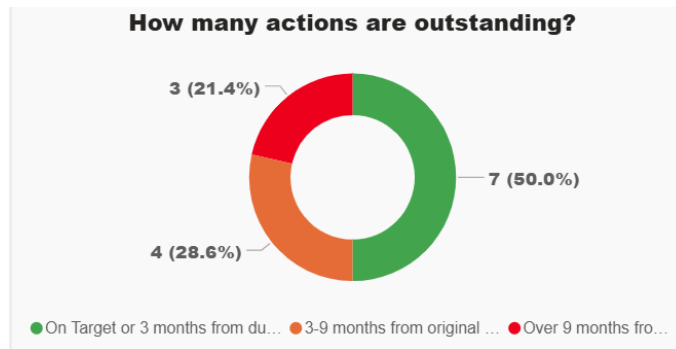
Without action being taken on progressing identified controls, risks are likely to remain static. Discussions with Directorates will focus on identifying actions required within the current financial year with a RAG status incorporated within reports, aligned to the agreed process for Internal Audit,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

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



3.6.4

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



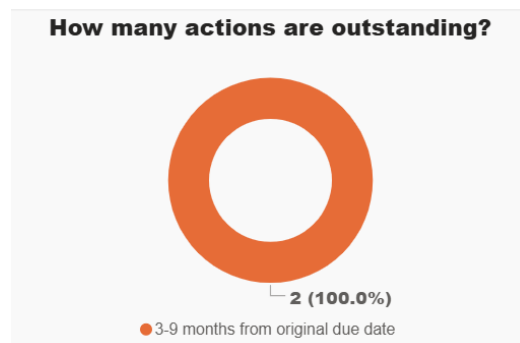
3.6.5

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

| Risk ID | Action Description                                                                                        | Action Due | Est. Date | Action Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------|-----------------------------------------------------------------------------------------------------------|------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SD001   | Support the design, procurement, delivery and implementation of the New Mobilising System (NMS) - Phase 1 | 31/12/23   | 31/12/25  | NMS Procurement now concluded with contract award to Motorola. NMS Project now moved onto Phase 1 - Planning and Implementation, with initial fact-finding workshops which will work to deliver the initial 'sandpit' environment in early December. Estimated completion date of ICCS implementation will be December 2025 with CAD implementation August to October 2026.                                                                                                                         |
| SD001   | Procurement and implementation of Vision 5 Disaster Recovery System (for EOC and DOC)                     | 31/12/23   | 31/07/25  | Testing conducted on sim cards for modems.                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| OD001   | Develop and implement and active recruitment strategy                                                     | 01/08/24   | 30/06/25  | Structure Change has been communicated to all staff and stakeholders. Structure is being built by workforce planning. WFPR018 forms completed for impacted staff (e.g. reversions, transfers). Professional Discussions carried out for 7 WC and 5 CC to inform placing into Functional Roles within new structure. Arrangements made for 3 WC over TOM (including NMS secondment and workforce profiling for expected retirements). Central Staffing informed of reviewed minimum staffing levels. |

3.6.6

In relation to risks falling below a rating of 15, and aligned to the SDC, there are no control actions over 9 months from its original due date:



3.6.7

The table below identifies the two control actions currently 3 to 9 months from their original due date. Both actions will turn red at the end of December 2025.

| Risk ID | Action Description                                                                                                                                                    | Action Due | Est. Date  | Action Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PPP004  | Prioritise FSE workload to obtain additional resource and engage with People and WFP to ensure key skills considered when allocating posts and skills into new roles. | 31/03/2025 | 31/03/2026 | Dedicating resources for the creation of a development pathway for Protection to develop and retain skills in the organisation is challenging, with existing and emerging priorities increasing demand. This will be included within the Prevention Framework for further progression. Change in personnel and rise in ongoing legal workloads has prevented a redirection of resources. Work is ongoing to determine any potential additional resourcing options. Potential discussions with Legal could support further structural changes and further discussions to take place. |
| PPP004  | Delivery of a DaTS solution to ensure SFRS are able to sufficiently and accurately record and report on FSE activity, enabling compliance with legislation.           | 31/03/2025 | 31/03/2026 | Issues with DaTS capacity means any work to update / replace PPED will not commence until sufficient support available. Limited support will be provided to maintain stability of current system, where possible. DaTS currently looking to add to a future project plan for a more dedicated resource and have continued to work to stabilise the system in the interim period.                                                                                                                                                                                                    |

4

Recommendation

4.1

The Service Delivery Committee is asked to:

- Scrutinise the information presented within the report.
- Consider future risk spotlights for the Committee.
- Review actions over 9 months from original due date, as outlined in section 3.6.5, and consider whether additional assurance is required.

5

Key Strategic Implications

5.1

Risk Appetite and Alignment to Risk Registers

5.1.1

The report identifies risks from each Directorate together with the significant changes made since the last update. Each Directorate will be responsible for the identification and mitigation of any associated risk and for the update of relevant risk registers.

5.1.2

The report is aligned to the Services Compliance risk appetite in relation to our internal governance, including systems of control, where the Service has a **Cautious** appetite.

5.2

Financial

5.2.1

The report identifies risks from each Directorate with financial implications arising from control decisions to be managed by the relevant Directorate.

5.3

Environmental & Sustainability

5.3.1

Any implications arising from the report will be managed by the relevant Directorate.

5.4

Workforce

5.4.1

Any implications arising from the report will be managed by the relevant Directorate.

5.5

Health & Safety

5.5.1

Any implications arising from the report will be managed by the relevant Directorate.

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

Any implications arising from the report will be managed by the relevant Directorate.

|                                                                                                                                                                    |                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.8<br>5.8.1                                                                                                                                                       | <b>Timing</b><br>The report is provided to the Audit and Risk Assurance Committee on a quarterly basis.                                                                                                                                                            |                                                                                                                                                                                                                              |
| 5.9<br>5.9.1                                                                                                                                                       | <b>Performance</b><br>The risk report is used to ensure risks are identified and suitably managed by relevant Directorates.                                                                                                                                        |                                                                                                                                                                                                                              |
| 5.10<br>5.10.1                                                                                                                                                     | <b>Communications &amp; Engagement</b><br>Any implications arising from the report will be managed by the relevant Directorate.                                                                                                                                    |                                                                                                                                                                                                                              |
| 5.11<br>5.11.1                                                                                                                                                     | <b>Legal</b><br>Any implications arising from the report will be managed by the relevant Directorate.                                                                                                                                                              |                                                                                                                                                                                                                              |
| 5.12<br>5.12.1                                                                                                                                                     | <b>Information Governance</b><br>DPIA completed - No. The report provides a summary of risks identified by Directorates. Each Directorate will ensure that any relevant DPIA is completed as required.                                                             |                                                                                                                                                                                                                              |
| 5.13<br>5.13.1                                                                                                                                                     | <b>Equalities</b><br>EHRIA completed - No. An assessment was undertaken in relation to the Risk Management Policy. Any individual elements of work, which may have an impact upon Equalities, will require to be assessed and managed by the relevant Directorate. |                                                                                                                                                                                                                              |
| 5.14<br>5.14.1                                                                                                                                                     | <b>Service Delivery</b><br>Any implications arising from the report will be managed by the relevant Directorate.                                                                                                                                                   |                                                                                                                                                                                                                              |
| <b>6</b>                                                                                                                                                           | <b>Core Brief</b>                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                              |
| 6.1                                                                                                                                                                | Not applicable                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                              |
| <b>7</b>                                                                                                                                                           | <b>Assurance (SFRS Board/Committee Meetings ONLY)</b>                                                                                                                                                                                                              |                                                                                                                                                                                                                              |
| 7.1                                                                                                                                                                | <b>Director:</b>                                                                                                                                                                                                                                                   | Deborah Stanfield, Interim Director of Finance and Contractual Services                                                                                                                                                      |
| 7.2                                                                                                                                                                | <b>Level of Assurance:<br/>(Mark as appropriate)</b>                                                                                                                                                                                                               | <b>Substantial/Reasonable/Limited/Insufficient:</b><br>There is room for improvement in the identification of the right risks, risk ratings, controls and the completion of mitigating actions within identified timescales. |
| 7.2                                                                                                                                                                | <b>Rationale:</b>                                                                                                                                                                                                                                                  | The report is based upon risk information identified by each Directorate, and I have confidence that the information is correctly reported based upon these returns.                                                         |
| <b>8</b>                                                                                                                                                           | <b>Appendices/Further Reading</b>                                                                                                                                                                                                                                  |                                                                                                                                                                                                                              |
| 8.1                                                                                                                                                                | Appendix A – Significant Risks                                                                                                                                                                                                                                     |                                                                                                                                                                                                                              |
| 8.2                                                                                                                                                                | Appendix B – Other Risk Summary                                                                                                                                                                                                                                    |                                                                                                                                                                                                                              |
| <b>Prepared by:</b>                                                                                                                                                |                                                                                                                                                                                                                                                                    | David Johnston, Risk and Audit Manager                                                                                                                                                                                       |
| <b>Sponsored by:</b>                                                                                                                                               |                                                                                                                                                                                                                                                                    | Deborah Stanfield, Director of Finance and Contractual Services                                                                                                                                                              |
| <b>Presented by:</b>                                                                                                                                               |                                                                                                                                                                                                                                                                    | Andrew Watt, Deputy Chief Officer                                                                                                                                                                                            |
| <b>Links to Strategy and Corporate Values</b>                                                                                                                      |                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                              |
| Risk Management forms part of the Services Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan, specifically Objectives 5.1 and 5.6: |                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                              |
| <b>Outcome 5: We are a progressive organisation, use our resources responsibly and provide best value for money to the public.</b>                                 |                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Objective 5.1: Remaining open and transparent in how we make decisions.</li> </ul>                                          |                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                              |

| • Objective 5.6: Managing major change projects and organisational risks effectively and efficiently. |                         |                                    |
|-------------------------------------------------------------------------------------------------------|-------------------------|------------------------------------|
| Governance Route for Report                                                                           | Meeting Date            | Report Classification/<br>Comments |
| <i>Service Delivery Committee</i>                                                                     | <i>25 November 2025</i> | <i>For Scrutiny</i>                |
|                                                                                                       |                         |                                    |

## Appendix A – Significant Risks – October 2025

| Risk ID                                                                                                  | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                     |                      |              | Governance Alignment                             | SLT Risk Owner                               | Risk Rating | Previous Risk Rating | Target                              | Risk Appetite         |
|----------------------------------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------|--------------------------------------------------|----------------------------------------------|-------------|----------------------|-------------------------------------|-----------------------|
| FCS019                                                                                                   | 2                 | There is a risk that many of our critical services and systems, which support Operations Control team functions, could fail and be unrecoverable. This is because of the age of both the hardware and software elements involved, much of which is substantially beyond end of life. |                      |              | SDC (SDB)                                        | Director of Finance and Contractual Services | 20          | 16                   | 12                                  | Open (Above Appetite) |
| Controls Actions                                                                                         |                   | Original Due Date                                                                                                                                                                                                                                                                    | Est' Completion Date | Owner        | Comment                                          |                                              |             |                      | Action Status                       |                       |
| Work closely with support partners to ensure preventative maintenance is carried out on at risk systems. |                   | 31/03/26                                                                                                                                                                                                                                                                             | 31/03/26             | Head of DaTS | Action currently being progressed and on target. |                                              |             |                      | On Target or 3 months from due date |                       |
| Ensure subject matter experts are involved in the NMS transition phase of the project                    |                   | 31/03/26                                                                                                                                                                                                                                                                             | 31/03/26             | Head of DaTS | Action currently being progressed and on target. |                                              |             |                      | On Target or 3 months from due date |                       |

| Risk ID                                                                                                                                                     | Strategic Outcome | Risk Description                                                                                                                                                                                                                                          |                      |            | Governance Alignment                                                                                                                                                                              | SLT Risk Owner             | Risk Rating | Previous Risk Rating | Target                              | Risk Appetite               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|----------------------|-------------------------------------|-----------------------------|
| PPP007                                                                                                                                                      | 1                 | There is a risk of failure to meet our statutory duties under the CCA (2004) to maintain business continuity plans as SFRS doesn't currently have a BCMS. This could result in unplanned disruption and a failure to effectively recover from a BC event. |                      |            | SDC (SDB)                                                                                                                                                                                         | Head of Directorate (DACO) | 20          |                      | 4                                   | Minimalist (Above Appetite) |
| Controls Actions                                                                                                                                            |                   | Original Due Date                                                                                                                                                                                                                                         | Est' Completion Date | Owner      | Comment                                                                                                                                                                                           |                            |             |                      | Action Status                       |                             |
| SFRS currently don't have a BCMS. There is potential for a failure to meet our statutory duties under the CCA (2004) to maintain business continuity plans. |                   | 01/04/26                                                                                                                                                                                                                                                  | 01/04/26             | Prevention | Preparatory work being undertaken to identify requirements for system. System will require information on BCP's and Testing and Exercising. This will also require support from DaTS and BI team. |                            |             |                      | On Target or 3 months from due date |                             |



## Appendix A – Significant Risks – October 2025

| Risk ID                                                                                                                                                                                    | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                                           |                      |              | Governance Alignment                                                                                                 | SLT Risk Owner                               | Risk Rating | Previous Risk Rating | Target                              | Risk Appetite               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------|----------------------|-------------------------------------|-----------------------------|
| SDD007                                                                                                                                                                                     | 5                 | There is a risk of SFRS being unable to maintain adequate levels of Cyber Security to avoid any breach. This may result because of a lack of staff awareness, education and adherence to the policies and processes in place. This may result in the failure of access to or stability of systems, affecting SFRS activity |                      |              | ARAC (CB)                                                                                                            | Director of Finance and Contractual Services | 20          | 20                   | 12                                  | Minimalist (Above Appetite) |
| Controls Actions                                                                                                                                                                           |                   | Original Due Date                                                                                                                                                                                                                                                                                                          | Est' Completion Date | Owner        | Comment                                                                                                              |                                              |             |                      | Action Status                       |                             |
| Ensure a Service wide priority around staff Cyber Security training, and seek assistance from other functions/directorates i.e. People, Service Delivery, etc, to improve completion rates |                   | 31/03/26                                                                                                                                                                                                                                                                                                                   | 31/03/26             | Head of DaTS | Staff training continues to be monitored with risk spotlights provided to required Committee's and Executive Boards. |                                              |             |                      | On Target or 3 months from due date |                             |
| Progressed delivery of Cyber Action Plan                                                                                                                                                   |                   | 01/03/28                                                                                                                                                                                                                                                                                                                   | 01/03/28             | Head of DaTS | Action Plan developed and associated monitoring arrangements in place                                                |                                              |             |                      | On Target or 3 months from due date |                             |

| Risk ID                                                     | Strategic Outcome | Risk Description                                                                                                                                                                        |                      |                                              | Governance Alignment                                                                                        | SLT Risk Owner | Risk Rating | Previous Risk Rating | Target                            | Risk Appetite             |
|-------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------|-------------|----------------------|-----------------------------------|---------------------------|
| SPPC004                                                     | 5                 | There is a risk that the service fails to comply with information governance legislation because of non-compliance resulting in sanctions and loss of stakeholder and public confidence |                      |                                              | ARAC (CB)                                                                                                   | SPPC           | 20          | 20                   | 8                                 | Cautious (Above Appetite) |
| Controls Actions                                            |                   | Original Due Date                                                                                                                                                                       | Est' Completion Date | Owner                                        | Comment                                                                                                     |                |             |                      | Action Status                     |                           |
| Undertake review within SFRS to ascertain policy compliance |                   | 01/04/25                                                                                                                                                                                | 31/08/25             | Head of Governance, Strategy and Performance | Work delayed due to existing workloads. Discussions ongoing with FCS.                                       |                |             |                      | 3-9 months from original due date |                           |
| Review resource and structure of IG Team                    |                   | 31/03/25                                                                                                                                                                                | 31/10/25             | Head of Communication and Engagement         | Resource paper drafted for discussion with Director and business case to be developed. Action Plan in place |                |             |                      | 3-9 months from original due date |                           |

| Risk ID                                                                                                           | Strategic Outcome | Risk Description                                                                                                                                                                                                                           |                      |                                 | Governance Alignment                                                                                                                                                                                                                                                                                                                | SLT Risk Owner                               | Risk Rating | Previous Risk Rating | Target                            | Risk Appetite              |
|-------------------------------------------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------|----------------------|-----------------------------------|----------------------------|
| FCS005                                                                                                            | 5                 | There is a risk that the Service may be unable to secure levels of funding required to achieve its strategic objectives. Additional pressure has been placed upon government finances causing uncertainty over future funding settlements. |                      |                                 | ARAC (CB)                                                                                                                                                                                                                                                                                                                           | Director of Finance and Contractual Services | 16          | 16                   | 8                                 | Minimalist Above Appetite) |
| Controls Actions                                                                                                  |                   | Original Due Date                                                                                                                                                                                                                          | Est' Completion Date | Owner                           | Comment                                                                                                                                                                                                                                                                                                                             |                                              |             |                      | Action Status                     |                            |
| Develop a 3 year medium term financial plan, taking account of the developing strategic service review programme. |                   | 31/03/25                                                                                                                                                                                                                                   | 31/08/25             | Head of Finance and Procurement | The 3-year delivery plan will be reported to the SFRS Board at the end of June 2025. Draft budget allocation has been provided for 25/26 which is currently being aligned to SFRS Strategy and Priorities with the aim of achieving a balanced budget. Discussions continue with SG re financial demands and impact of settlements. |                                              |             |                      | 3-9 months from original due date |                            |

| Risk ID                                                                                                                            | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                                                                  |                      |                                 | Governance Alignment                                                                                                                                                                           | SLT Risk Owner                               | Risk Rating | Previous Risk Rating | Target                              | Risk Appetite         |
|------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------|----------------------|-------------------------------------|-----------------------|
| FCS022                                                                                                                             | 6                 | There is a risk of continued challenges with recruiting and retaining staff with the necessary skills and experience required to support the Finance and Procurement Function. This is particularly apparent within the Accountancy and Procurement Sections which is proving to have a very buoyant job market and provides pay grade challenges |                      |                                 | PC (CB)                                                                                                                                                                                        | Director of Finance and Contractual Services | 16          | 16                   | 12                                  | Open (Above Appetite) |
| Controls Actions                                                                                                                   |                   | Original Due Date                                                                                                                                                                                                                                                                                                                                 | Est' Completion Date | Owner                           | Comment                                                                                                                                                                                        |                                              |             |                      | Action Status                       |                       |
| Review of Finance and Procurement Structure to ensure alignment with Strategic and Directorate priorities and associated projects. |                   | 31/12/25                                                                                                                                                                                                                                                                                                                                          | 31/12/25             | Head of Finance and Procurement | Proposed structure developed and shared with FMT - potential revisions being considered at which point finalised structure will move through governance / unions etc. FMT discussions continue |                                              |             |                      | On Target or 3 months from due date |                       |

| Risk ID                                                                                                                                                                                                               | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                            |                      |                | Governance Alignment                                                                                   | SLT Risk Owner | Risk Rating | Previous Risk Rating | Target                              | Risk Appetite         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------|--------------------------------------------------------------------------------------------------------|----------------|-------------|----------------------|-------------------------------------|-----------------------|
| POD020                                                                                                                                                                                                                | 6                 | There is a risk that the Directorate is unable to deliver against stated commitments and objectives or provide timeous support to wider SFRS projects and change initiatives, due to limited resources and capacity brought about by the current financial context and competing organisational priorities. |                      |                | PC (CB)                                                                                                | PEOPLE         | 16          | 16                   | 4                                   | Open (Above Appetite) |
| Controls Actions                                                                                                                                                                                                      |                   | Original Due Date                                                                                                                                                                                                                                                                                           | Est' Completion Date | Owner          | Comment                                                                                                |                |             |                      | Action Status                       |                       |
| Develop business cases for additional resource to meet strategic priorities for consideration via governance and, if approved, undertake the required recruitment to appoint resources to support critical priorities |                   | 31/03/25                                                                                                                                                                                                                                                                                                    | 30/06/25             | Head of People | Majority of Business cases not progressed due to budgetary constraints, with one remaining outstanding |                |             |                      | 3-9 months from original due date   |                       |
| Subject to outcomes from business cases, review the resources against the agreed priorities with final outcomes shared with stakeholders                                                                              |                   | 30/09/25                                                                                                                                                                                                                                                                                                    | 30/09/25             | Head of People | Awaiting outcome of business cases.                                                                    |                |             |                      | On Target or 3 months from due date |                       |

| Risk ID                                                                                                                                                                                                     | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                                                                                       |                      |                            | Governance Alignment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | SLT Risk Owner             | Risk Rating | Previous Risk Rating | Target                            | Risk Appetite         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|----------------------|-----------------------------------|-----------------------|
| PPP005                                                                                                                                                                                                      | 1                 | There is a risk of insufficient levels of qualified and skilled Fire Engineering resources due to challenges with recruitment, access to qualifications/training requirements, finances and retention of staff, resulting in the potential that the Directorate/SFRS may not be able to deliver against its statutory and organisational responsibilities and demands. |                      |                            | SDC (SDB)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Head of Directorate (DACO) | 16          | 20                   | 4                                 | Open (Above Appetite) |
| Controls Actions                                                                                                                                                                                            |                   | Original Due Date                                                                                                                                                                                                                                                                                                                                                      | Est' Completion Date | Owner                      | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                            |             |                      | Action Status                     |                       |
| Engage with the University of Edinburgh to establish new course in relation to Fire Engineering Degree and forward business case to LPG to secure interim funding for alternative degree course in England. |                   | 31/03/25                                                                                                                                                                                                                                                                                                                                                               | 31/03/26             | Head of Directorate (DACO) | SFRS may have to consider an external contractor to assist with responsibilities should we be unable to secure appropriately skilled staff. This would require careful contract considerations due to organisational risk of conflicts of interest in specialist work. Alternative option would require employment at market value rates approximately 3 times the current contractual pay grade. Discussions with People Directorate and Trade Unions is required which will include potential necessary interim options for Fire-Engineering through sub-contracting. This would have significant financial impact due to current market rates of pay, demand currently outweighing supply and impact of the Grenfell Phase 2 report/outcomes and recent implementation of the Cladding Remediation (Scotland) Act. Business Case underway to support additional development post within Fire Engineering to assist with workloads and create resilience. |                            |             |                      | 3-9 months from original due date |                       |
| Form contingency options to mitigate any Service failures to deliver Fire Engineering services through existing staff. Option to be progressed through governance for decision.                             |                   | 31/03/25                                                                                                                                                                                                                                                                                                                                                               | 31/03/26             | Head of Directorate (DACO) | SFRS may have to consider an external contractor to assist with responsibilities should we be unable to secure appropriately skilled staff. This would require careful contract considerations due to organisational risk of conflicts of interest in specialist work. Alternative option would require employment at market value rates approximately 3 times the current contractual pay grade. Discussions with People Directorate and Trade Unions is required which will include potential necessary interim options for Fire-Engineering through sub-contracting. This would have significant financial impact due to current market rates of pay, demand currently outweighing supply and impact of the Grenfell Phase 2 report/outcomes and recent implementation of the Cladding Remediation (Scotland) Act. Business Case underway to support additional development post within Fire Engineering to assist with workloads and create resilience. |                            |             |                      | 3-9 months from original due date |                       |

## Appendix A – Significant Risks – October 2025

| Risk ID                                                                                                                                                                                                                                                                                                                                  | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                                                         |                      |            | Governance Alignment                                                                                                                                                                                                                                                  | SLT Risk Owner             | Risk Rating | Previous Risk Rating | Target                              | Risk Appetite              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|----------------------|-------------------------------------|----------------------------|
| PPP008                                                                                                                                                                                                                                                                                                                                   | 1                 | The Resilience Management Team has recognised a gap in national-level planning and Disruption preparedness. Currently ad-hoc teams are formed as needed, composed of members from the Resilience Team, LSO representation, and other stakeholders. Risks: Inconsistent planning, knowledge loss between events, and reactive deployment. |                      |            | SDC (SDB)                                                                                                                                                                                                                                                             | Head of Directorate (DACO) | 16          |                      | 4                                   | Minimalist Above Appetite) |
| Controls Actions                                                                                                                                                                                                                                                                                                                         |                   | Original Due Date                                                                                                                                                                                                                                                                                                                        | Est' Completion Date | Owner      | Comment                                                                                                                                                                                                                                                               |                            |             |                      | Action Status                       |                            |
| The Resilience Management Team has recognised a gap in national-level planning and Disruption preparedness. Currently ad-hoc teams are formed as needed, composed of members from the Resilience Team, LSO representation, and other stakeholders. Risks: Inconsistent planning, knowledge loss between events, and reactive deployment. |                   | 01/04/26                                                                                                                                                                                                                                                                                                                                 | 01/04/26             | Prevention | Paper taken to DMT on requirement for team to be established. Option 2 in paper approved that requires 3 WC and 3 CC's to resource the team. Proposal sent to SDR team for consideration of reinvestment of staff. Alternative options for resourcing being explored. |                            |             |                      | On Target or 3 months from due date |                            |



## Appendix A – Significant Risks – October 2025

| Risk ID                                                                                                                                                                                 | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Governance Alignment | SLT Risk Owner             | Risk Rating                                                                                                                                                                                                                                                                                                                                                         | Previous Risk Rating | Target | Risk Appetite                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------|-------------------------------------|
| PPP009                                                                                                                                                                                  | 1                 | There is a risk SFRS cannot accept, record and report on partner referrals for HFSVs (and reciprocal referrals for support) due to the partner element of the App not being live - due to failing cyber security testing. There are reputational risks as partners have been advised they could register as a HFSV referrer since February 2025. Without a secure Partner app there are data security issues should there be a cyber security attack which as led to the delays. | SDC (SDB)            | Head of Directorate (DACO) | 16                                                                                                                                                                                                                                                                                                                                                                  |                      | 4      | Minimalist Above Appetite)          |
| Controls Actions                                                                                                                                                                        |                   | Original Due Date                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Est' Completion Date | Owner                      | Comment                                                                                                                                                                                                                                                                                                                                                             |                      |        | Action Status                       |
| Engage with DaTS to ensure the full HFSV system is available, allowing for the recording of partner referrals for a HFSV and onward referrals for householders to access wider support. |                   | 31/01/26                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 31/01/26             | Prevention                 | Development work has been ongoing since the HFSV App went live (Feb '25) to address security issues identified during Penetration testing. Testing has identified areas that requires additional work. The Service may require to make a decision if they are happy to go live with the system and accept the associated risk should a cyber security attack occur. |                      |        | On Target or 3 months from due date |
| Support SFRS staff and partners to utilise the current HFSV App to provide HFSV referrals whilst awaiting the full system to be launched.                                               |                   | 31/01/26                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 31/01/26             | Prevention                 | Guidance and support has been provided to partners to ensure they can still refer to the Service. These however are recorded as self referrals so we have no way of knowing the number of partners referrals since the App went live.                                                                                                                               |                      |        | On Target or 3 months from due date |

## Appendix A – Significant Risks – October 2025

| Risk ID                                                                                                                            | Strategic Outcome | Risk Description                                                                                                                                                                            |                      |                                | Governance Alignment                                                                                                                                                                                                                                                                                                                                                                                    | SLT Risk Owner | Risk Rating | Previous Risk Rating | Target                               | Risk Appetite               |
|------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|----------------------|--------------------------------------|-----------------------------|
| TSA018                                                                                                                             | 2                 | There is a Directorate risk, of an inability to maintain or improve our training delivery due to insufficient capacity being available within the Training Function to meet current demand, |                      |                                | PC (TSAB)                                                                                                                                                                                                                                                                                                                                                                                               | TSA            | 16          | 16                   | 6                                    | Minimalist (Above Appetite) |
| Controls Actions                                                                                                                   |                   | Original Due Date                                                                                                                                                                           | Est' Completion Date | Owner                          | Comment                                                                                                                                                                                                                                                                                                                                                                                                 |                |             |                      | Action Status                        |                             |
| Introduce supplementary Structural Firefighting PPE solutions in collaboration with Asset Management across the Training Function. |                   | 31/03/24                                                                                                                                                                                    | 31/07/25             | Training, Safety and Assurance | All PPE and storage now in place, recording system created by PPE Officer and inputs being planned in for July. Assets also looking at the provision for 2 x powered respirators at each Training Venue.                                                                                                                                                                                                |                |             |                      | Over 9 months from original due date |                             |
| Review of Driver Training instructor / examiner staff retention.                                                                   |                   | 31/03/25                                                                                                                                                                                    | 31/08/25             | Training, Safety and Assurance | The review and recommendation process has been successfully completed, resulting in a one-grade uplift for both driving instructors and dedicated examiners. The review of the market rate allowance is still ongoing to ensure a thorough and fair assessment. To allow sufficient time for this continued review, an extension to the due date has been proposed, with a new target date of 31/08/25. |                |             |                      | 3-9 months from original due date    |                             |
| Liaise with Operations and Central Staffing to define competency mapping requirements and ensure alignment across systems          |                   | 31/05/25                                                                                                                                                                                    | 31/04/25             | Training, Safety and Assurance | BA Competency meeting held 30/06/25. An options paper is to progress through the Governance route for decision at August Service Delivery Board. The outcome from the options paper will provide the information required to support alignment across systems.                                                                                                                                          |                |             |                      | 3-9 months from original due date    |                             |

## Appendix A – Significant Risks – October 2025

| Risk ID                                                                                                                                                                                        | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                         |                      |                                | Governance Alignment                                                                                                                                                                                                                                                                                                                                                                                                                   | SLT Risk Owner                             | Risk Rating | Previous Risk Rating | Target                               | Risk Appetite         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------|----------------------|--------------------------------------|-----------------------|
| TSA019                                                                                                                                                                                         | 2                 | There is a Directorate risk, of an inability to maintain or improve our training delivery due to the limited finance/budget available for capital investment, condition and location of our Training Estate and therefore lack of access to appropriate facilities, which could result in current and future negative impact on currency in operational skills & capacity and associated legal, regulatory, compliance, financial and reputational cost. |                      |                                | PC (TSAB)                                                                                                                                                                                                                                                                                                                                                                                                                              | Director of Training, Safety and Assurance | 16          | 16                   | 8                                    | Open (Above Appetite) |
| Controls Actions                                                                                                                                                                               |                   | Original Due Date                                                                                                                                                                                                                                                                                                                                                                                                                                        | Est' Completion Date | Owner                          | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                |                                            |             |                      | Action Status                        |                       |
| Review the suitability of Dundee Airport site (course delivery and welfare facilities).                                                                                                        |                   | 30/06/24                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 31/08/25             | Training, Safety and Assurance | Property has received costing for the necessary Health & Safety compliance improvements for Dundee Airport CFBT Training site. The Training team is currently working closely with Assets to determine the most appropriate budget to fund these essential welfare enhancements. While budget confirmation is being finalised, an extension to the control action due date has been agreed at FMT, with the new date set for 31/08/25. |                                            |             |                      | Over 9 months from original due date |                       |
| Liaise with Assets / Property Function to support and oversee tenders priced, planning permission granted, and the delivery of works completed, for the new welfare facility at Portlethen TC. |                   | 01/12/25                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 01/12/25             | Training, Safety and Assurance | Discussions are ongoing with Property and Atkins regarding the existing cabin and its suitability for conversion to meet current building regulations. Other procurement routes are being considered by Property, should a solution for the conversion to the current unit not be agreed/ feasible.                                                                                                                                    |                                            |             |                      | On Target or 3 months from due date  |                       |
| Work with Assets to support the replacement schedule to address the aging fleet within the Training Function.                                                                                  |                   | 31/03/26                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 31/03/26             | Training, Safety and Assurance | An audit of the current Training fleet is progressing, once produced Driver Training will liaise with Fleet and priorities the next course of action to support the fleet replacement schedule.                                                                                                                                                                                                                                        |                                            |             |                      | On Target or 3 months from due date  |                       |
| Work with Property to oversee the refresh of the 7 CFBT sites, to ensure Attack, Demo and Villa facilities are fit for purpose.                                                                |                   | 31/03/26                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 31/03/26             | Training, Safety and Assurance | Stornoway CFBT site, Attack/Demo Units have now been condemned. Property have advised that the timescale for completion will be end of October. This will impact around 30 personnel requiring BA Refresher training. Works required at the Stornoway site will be added to the list of 7 CFBT sites captured within the initial control action.                                                                                       |                                            |             |                      | On Target or 3 months from due date  |                       |
| Work with Property to oversee the new Structural Collapse Simulator introduced at NTC                                                                                                          |                   | 31/03/26                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 31/03/26             | Training, Safety and Assurance | Work is now complete with the snagging list being progressed. The required Risk Assessments has been produced.                                                                                                                                                                                                                                                                                                                         |                                            |             |                      | On Target or 3 months from due date  |                       |
| Liaise with Property Project Manager and SMEs to support and oversee the design, user requirements, planning, procurement, tendering and construction                                          |                   | 30/09/25                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 30/09/26             | Training, Safety and Assurance | The CFBT project Stage 2 Report: Concept Design, has been received and approved with conditions. The CFBT facility is to be procured under a Design and Build Contract via Robertson FM, with the Contaminates Control Unit being procured via Traditional Contract works. It is anticipated that the                                                                                                                                  |                                            |             |                      | On Target or 3 months from due date  |                       |

|                                                                                                                                                            |          |          |                                |                                                                                                                                                                                                                                                      |                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| of Perth Training Centre CFBT and Contaminants Control Facility.                                                                                           |          |          |                                | CFBT Employer's Requirement package will be issued to Rfm in the coming weeks. No response has yet been received regarding the Planning application.                                                                                                 |                                     |
| Liaise with Assets / Property to support and oversee the timeline and delivery of works required for the new welfare facility at Sumburgh Training Centre. | 31/03/26 | 31/03/26 | Training, Safety and Assurance | Property Services have undertaken further assessment of the site and have liaised with Training Function SC with regards to site layout requirements for new welfare structure. Start and completion dates for facility works still to be confirmed. | On Target or 3 months from due date |

| Risk ID                                                                         | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                                               |                      |                      | Governance Alignment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | SLT Risk Owner                   | Risk Rating | Previous Risk Rating | Target                               | Risk Appetite               |
|---------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------|----------------------|--------------------------------------|-----------------------------|
| OD001                                                                           | 2                 | There is a risk of a non-resilient fire control due to insufficient employees and an ineffective fire control structure. Failure to attract, recruit, personnel, high abstraction and sickness levels lead to ineffective workforce planning, as a result, we would be failing to provide a resilient fire control capability. |                      |                      | SDC (SDB)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Director of Operational Delivery | 15          | 15                   | 6                                    | Minimalist (Above Appetite) |
| Controls Actions                                                                |                   | Original Due Date                                                                                                                                                                                                                                                                                                              | Est' Completion Date | Owner                | Comment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                  |             |                      | Action Status                        |                             |
| Develop and implement an active recruitment strategy                            |                   | 01/08/24                                                                                                                                                                                                                                                                                                                       | 31/10/25             | Operational Delivery | Structure Change has been communicated to all staff and stakeholders, with expected Go Live 5 May 2025. Structure is being built by workforce planning. WFPR018 forms completed for impacted staff (e.g. reversions, transfers). Professional Discussions carried out for 7 WC and 5 CC to inform placing into Functional Roles within new structure. Arrangements made for 3 WC over TOM (including NMS secondment and workforce profiling for expected retirements). Central Staffing informed of reviewed minimum staffing levels. |                                  |             |                      | Over 9 months from original due date |                             |
| Explore targeted development of OC Management (Supervisory to Strategic level). |                   | 31/03/25                                                                                                                                                                                                                                                                                                                       | 31/12/25             | Operational Delivery | 10 Supervisory Development Sessions delivered with colleagues from Operations Function and LSO areas, focusing on Culture, Values and Behaviours, Managing Employee Performance, and Standards and Management in Practice. This was opened to all Supervisory Officers within Ops Function. These were completed throughout month of June. Feedback form has been circulated to attendees to gauge value and benefit, identify learning and inform future topics for discussion/presentation.                                         |                                  |             |                      | 3-9 months from original due date    |                             |

## Appendix A – Significant Risks – October 2025

| Risk ID                                                                                                                               | Strategic Outcome | Risk Description                                                                                                                                                                                                                                |                      |                      | Governance Alignment                                                                                                                                                                                                                                                                                                                                                        | SLT Risk Owner                   | Risk Rating | Previous Risk Rating | Target                               | Risk Appetite               |
|---------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------|----------------------|--------------------------------------|-----------------------------|
| SD001                                                                                                                                 | 2                 | There is a risk of failure to mobilise to an incident due to a technical failure of the existing mobilising systems. As a result, we would be failing to meet our statutory duty and also potentially bring reputational damage to the Service. |                      |                      | SDC (SDB)                                                                                                                                                                                                                                                                                                                                                                   | Director of Operational Delivery | 15          | 15                   | 10                                   | Minimalist (Above Appetite) |
| Controls Actions                                                                                                                      |                   | Original Due Date                                                                                                                                                                                                                               | Est' Completion Date | Owner                | Comment                                                                                                                                                                                                                                                                                                                                                                     |                                  |             |                      | Action Status                        |                             |
| Support the design, procurement, delivery and implementation of the New Mobilising System (NMS) - Phase 1                             |                   | 31/12/23                                                                                                                                                                                                                                        | 31/12/25             | Operational Delivery | NMS Procurement now concluded with contract award to Motorola. NMS Project now moved onto Phase 1 - Planning and Implementation, with initial fact-finding workshops which will work to deliver the initial 'sandpit' environment in early December. Estimated completion date of ICCS implementation will be December 2025 with CAD implementation August to October 2026. |                                  |             |                      | Over 9 months from original due date |                             |
| Procurement and implementation of Vision 5 Disaster Recovery System (for EOC and DOC)                                                 |                   | 31/12/23                                                                                                                                                                                                                                        | 31/12/25             | Operational Delivery | Testing conducted on sim cards for modems.                                                                                                                                                                                                                                                                                                                                  |                                  |             |                      | Over 9 months from original due date |                             |
| Existing Systems Group to ensure, via DATS that the contracts for existing systems support are extended from 01/01/2026 to 31/12/2026 |                   | 31/12/25                                                                                                                                                                                                                                        | 31/12/25             | Operational Delivery | DATS to agree extension of Motorola Support Contract (JOC CAD).<br>DATS to agree extension of NEC Support Contract (DOC and EOC CAD)                                                                                                                                                                                                                                        |                                  |             |                      | On Target or 3 months from due date  |                             |



## Appendix A – Significant Risks – October 2025

| Risk ID                                                                                                                                                                                                                                                                                                                                                              | Strategic Outcome | Risk Description                                                                                                                                                                                                                       |                      |                                              | Governance Alignment                                                                                                                                                                                                                               | SLT Risk Owner | Risk Rating | Previous Risk Rating | Target                              | Risk Appetite             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------|----------------------|-------------------------------------|---------------------------|
| SPPC001                                                                                                                                                                                                                                                                                                                                                              | 5                 | There is a risk of the service not consistently providing accurate performance management information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance. |                      |                                              | SDC (CB)                                                                                                                                                                                                                                           | SPPC           | 15          | 16                   | 5                                   | Cautious (Above Appetite) |
| Controls Actions                                                                                                                                                                                                                                                                                                                                                     |                   | Original Due Date                                                                                                                                                                                                                      | Est' Completion Date | Owner                                        | Comment                                                                                                                                                                                                                                            |                |             |                      | Action Status                       |                           |
| Data analysis and performance product development throughout 2024/2025- Board Risk and Performance Reporting- Ongoing Service Delivery dashboard development- Official Statistics Publications- Establish of Data and Information Governance Group- Continue work to establish SFRS Data Governance arrangements- Produce SFRS Digital, Data and Technology Strategy |                   | 31/03/26                                                                                                                                                                                                                               | 31/03/26             | Head of Governance, Strategy and Performance | PMF reviewed for 24-25. Official statistics all published. Service wide reporting and dashboard development on-going. DIGG Group established. Evidence of data governance work progressing. Procured support for DDaT Strategy and work underway - |                |             |                      | On Target or 3 months from due date |                           |

## Appendix A – Significant Risks – October 2025

| Risk ID                                      | Strategic Outcome | Risk Description                                                                                                                                                                                                |                      |                                              | Governance Alignment                                                                                            | SLT Risk Owner                               | Risk Rating | Previous Risk Rating | Target                            | Risk Appetite               |
|----------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------|----------------------|-----------------------------------|-----------------------------|
| SPPC016                                      | 5                 | SFRS fails to ensure that SFRS are familiar and able to use Fire and Rescue Data and Analytical Platform (FARDAP) resulting in a loss of data and reporting, leading to increased costs and reputational damage |                      |                                              | SDC (SDB)                                                                                                       | Head of Governance, Strategy and Performance | 15          | 15                   | 5                                 | Minimalist (Above Appetite) |
| Controls Actions                             |                   | Original Due Date                                                                                                                                                                                               | Est' Completion Date | Owner                                        | Comment                                                                                                         |                                              |             |                      | Action Status                     |                             |
| Manage the transition between IRS and FARDAP |                   | 01/06/25                                                                                                                                                                                                        | 01/06/25             | Head of Governance, Strategy and Performance | Project team in place, project risk register in place, reporting through SDB, with support from Project Manager |                                              |             |                      | 3-9 months from original due date |                             |

## Appendix B – Other Significant Risks – October 2025

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                      | Governance Alignment                                        | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite          |
|---------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------|----------------------------------------------------------------|----------------------|--------|------------------------|
| FCS008                    |                   | There is a risk of that the Service will be unable to achieve environmental and carbon reduction commitments of 6% per annum; Because of limited investment or anticipated saving targets not being achieved through current projects | ARAC (SDB)                                                  | FSC            | 12                                                             | 12                   | 8      | Open (Within Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                         | Number of Control Actions 3-9 months from original due date |                | Number of Control Actions Over 9 months from original due date |                      |        |                        |
| 3                         |                   | 1                                                                                                                                                                                                                                     | 1                                                           |                | 1                                                              |                      |        |                        |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                     | Governance Alignment                                        | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite               |
|---------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------|----------------------------------------------------------------|----------------------|--------|-----------------------------|
| FCS011                    | 5                 | There is a risk to the Service where incidents of fraud are undetected. This may be due to an unwillingness or a lack of awareness by individuals to follow policy and guidance on fraud prevention. | ARAC (CB)                                                   | FCS            | 12                                                             | 12                   | 9      | Minimalist (Above Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                        | Number of Control Actions 3-9 months from original due date |                | Number of Control Actions Over 9 months from original due date |                      |        |                             |
| 1                         |                   | 0                                                                                                                                                                                                    | 0                                                           |                | 1                                                              |                      |        |                             |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                                                                                                                                                                              | Governance Alignment                                        | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite          |
|---------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------|----------------------------------------------------------------|----------------------|--------|------------------------|
| FCS015                    | 6                 | There is a risk of a number of issues with regards to staffing, including the ability to recruit specialist staff, single points of failure across a number of key roles, lack of succession planning, age profile of staff in senior roles, staff retention rates and staff training; Because of a very buoyant job market in fleet and property, pay grades challenges and the need to review and update structure within sections not updated for 10 years | ARAC (SDB)                                                  | FCS            | 12                                                             | 12                   | 8      | Open (Within Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                                                                                                                                                                                                                                                 | Number of Control Actions 3-9 months from original due date |                | Number of Control Actions Over 9 months from original due date |                      |        |                        |
| 1                         |                   | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1                                                           |                | 0                                                              |                      |        |                        |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                               | Governance Alignment                                        | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite          |
|---------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------|----------------------------------------------------------------|----------------------|--------|------------------------|
| FCS020                    | 5                 | There is a risk of SFRS not achieving best value from the resources it has because of inefficient systems and processes, a failure to respond to changing risks and/or ineffective governance. | ARAC (CB)                                                   | FCS            | 12                                                             | 12                   | 8      | Open (Within Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                  | Number of Control Actions 3-9 months from original due date |                | Number of Control Actions Over 9 months from original due date |                      |        |                        |
| 2                         |                   | 0                                                                                                                                                                                              | 1                                                           |                | 1                                                              |                      |        |                        |

## Appendix B – Other Significant Risks – October 2025

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                       |  |                                                             | Governance Alignment | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite          |
|---------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------|----------------------|----------------|----------------------------------------------------------------|----------------------|--------|------------------------|
| FCS021                    | 2                 | There is a risk of SFRS Property, Fleet and Equipment Assets failing to meet operational standards; Because of a lack of sufficient capital investment from Government |  |                                                             | ARAC (SDB)           | FCS            | 12                                                             | 12                   | 8      | Open (Within Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                          |  | Number of Control Actions 3-9 months from original due date |                      |                | Number of Control Actions Over 9 months from original due date |                      |        |                        |
| 5                         |                   | 5                                                                                                                                                                      |  | 0                                                           |                      |                | 0                                                              |                      |        |                        |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                                           |  |                                                             | Governance Alignment | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite             |
|---------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------|----------------------|----------------|----------------------------------------------------------------|----------------------|--------|---------------------------|
| FCS023                    | 5                 | There is a risk to the Service where delays are experienced in introducing a new Finance system. Extensions of the current finance system contract will end over the next two years and challenges will be experienced if further extensions are required. |  |                                                             | ARAC (CB)            | FCS            | 12                                                             | 12                   | 9      | Cautious (Above Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                                              |  | Number of Control Actions 3-9 months from original due date |                      |                | Number of Control Actions Over 9 months from original due date |                      |        |                           |
| 2                         |                   | 2                                                                                                                                                                                                                                                          |  | 0                                                           |                      |                | 0                                                              |                      |        |                           |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                        |  |                                                             | Governance Alignment | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite          |
|---------------------------|-------------------|---------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------|----------------------|----------------|----------------------------------------------------------------|----------------------|--------|------------------------|
| FCS024                    | 5                 | There is a risk of failure to deliver the capital programme due to capacity of current staffing levels. |  |                                                             | ARAC (SDB)           | FCS            | 12                                                             | 12                   | 4      | Open (Within Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                           |  | Number of Control Actions 3-9 months from original due date |                      |                | Number of Control Actions Over 9 months from original due date |                      |        |                        |
| 1                         |                   | 1                                                                                                       |  | 0                                                           |                      |                | 0                                                              |                      |        |                        |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                          |  |                                                             | Governance Alignment | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite          |
|---------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------|----------------------|----------------|----------------------------------------------------------------|----------------------|--------|------------------------|
| FSC025                    | 6                 | There is a risk to the Service where essential mandatory training for support staff is not available. This could put staff at risk or the Service may suffer disruption if no suitably certified staff are available to address workload. |  |                                                             | PC (CB)              | FCS            | 12                                                             | 12                   | 4      | Open (Within Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                             |  | Number of Control Actions 3-9 months from original due date |                      |                | Number of Control Actions Over 9 months from original due date |                      |        |                        |
| 1                         |                   | 1                                                                                                                                                                                                                                         |  | 0                                                           |                      |                | 0                                                              |                      |        |                        |

OFFICIAL

Appendix B – Other Significant Risks – October 2025

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

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                               | Governance Alignment                                        | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite             |
|---------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------|----------------------------------------------------------------|----------------------|--------|---------------------------|
| POD022                    | 6                 | There is a risk to maintaining positive and harmonious employee relations within SFRS and of potential legal challenge as a result of a lack of prioritisation due to capacity and inconsistent approach to employee relations investigations. | PC (CB)                                                     | PEOPLE         | 12                                                             | 12                   | 4      | Cautious (Above Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                                  | Number of Control Actions 3-9 months from original due date |                | Number of Control Actions Over 9 months from original due date |                      |        |                           |
| 3                         |                   | 3                                                                                                                                                                                                                                              | 0                                                           |                | 0                                                              |                      |        |                           |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                               | Governance Alignment                                        | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite          |
|---------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------|----------------------------------------------------------------|----------------------|--------|------------------------|
| POD023                    | 6                 | There is a risk to maintaining positive and harmonious employee relations within SFRS as a result of current and planned organisational change activity for which the Service does not yet have an agreed suite of framework and accompanying policies/guidance related to the impact of change on colleagues. | PC (CB)                                                     | PEOPLE         | 12                                                             | 6                    | 4      | Open (Within Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                                                                                                  | Number of Control Actions 3-9 months from original due date |                | Number of Control Actions Over 9 months from original due date |                      |        |                        |
| 2                         |                   | 1                                                                                                                                                                                                                                                                                                              | 1                                                           |                | 0                                                              |                      |        |                        |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                | Governance Alignment                                        | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite          |
|---------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------|----------------------------------------------------------------|----------------------|--------|------------------------|
| PPP004                    | 1                 | There is a risk of insufficient levels of qualified and skilled Fire Safety Enforcement resources due to challenges with recruitment, training/qualification requirements, finances, ICT and retention of staff | SDC (SDB)                                                   | PPP            | 12                                                             | 12                   | 4      | Open (Within Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                   | Number of Control Actions 3-9 months from original due date |                | Number of Control Actions Over 9 months from original due date |                      |        |                        |
| 2                         |                   | 0                                                                                                                                                                                                               | 2                                                           |                | 0                                                              |                      |        |                        |



## Appendix B – Other Significant Risks – October 2025

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                   |  |                                                             |  | Governance Alignment | SLT Risk Owner                                                 | Risk Rating | Previous Risk Rating | Target | Risk Appetite               |
|---------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------|--|----------------------|----------------------------------------------------------------|-------------|----------------------|--------|-----------------------------|
| SD006                     | 2                 | There is a risk that Service Delivery is unable to maintain an effective level of capacity and resource within the Directorate because of challenges relating to the recruitment, promotion and retention of staff |  |                                                             |  | PC (CB)              | OD                                                             | 12          | 12                   | 8      | Minimalist (Above Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                      |  | Number of Control Actions 3-9 months from original due date |  |                      | Number of Control Actions Over 9 months from original due date |             |                      |        |                             |
| 2                         |                   | 2                                                                                                                                                                                                                  |  | 0                                                           |  |                      | 0                                                              |             |                      |        |                             |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                        |  |                                                             |  | Governance Alignment | SLT Risk Owner                                                 | Risk Rating | Previous Risk Rating | Target | Risk Appetite             |
|---------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------|--|----------------------|----------------------------------------------------------------|-------------|----------------------|--------|---------------------------|
| SPPC007                   | 5                 | There is a risk that the services reputation is adversely affected due to a lack effective communication and consultation plans and supporting management processes resulting in a loss of workforce, stakeholder and public confidence |  |                                                             |  | ARAC (CB)            | SPPC                                                           | 12          | 12                   | 12     | Cautious (Above Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                           |  | Number of Control Actions 3-9 months from original due date |  |                      | Number of Control Actions Over 9 months from original due date |             |                      |        |                           |
| 1                         |                   | 0                                                                                                                                                                                                                                       |  | 1                                                           |  |                      | 0                                                              |             |                      |        |                           |

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

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                        |  |                                                             |  | Governance Alignment | SLT Risk Owner                                                 | Risk Rating | Previous Risk Rating | Target | Risk Appetite               |
|---------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------|--|----------------------|----------------------------------------------------------------|-------------|----------------------|--------|-----------------------------|
| TSA014                    | 6                 | There is a risk of not being able to demonstrate legislative compliance because of gaps identified in risk control measures, management arrangements and alignment with recognised standards resulting in potential criminal/civil litigation, and reputational damage. |  |                                                             |  | PC (TSAB)            | TSA                                                            | 12          | 12                   | 4      | Minimalist (Above Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                                                           |  | Number of Control Actions 3-9 months from original due date |  |                      | Number of Control Actions Over 9 months from original due date |             |                      |        |                             |
| 1                         |                   | 0                                                                                                                                                                                                                                                                       |  | 1                                                           |  |                      | 0                                                              |             |                      |        |                             |

## Appendix B – Other Significant Risks – October 2025

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                              |  |                                                             | Governance Alignment | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite         |
|---------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------|----------------------|----------------|----------------------------------------------------------------|----------------------|--------|-----------------------|
| FCS018                    | 6                 | There is a risk of challenges with recruiting and retaining staff with the necessary skills and experience required to support the digital and technology services and systems used by the Service, as well as the availability of budget to upskill existing staff with the skills required. |  |                                                             | PC (CB)              | FCS            | 9                                                              | 16                   | 6      | Open (Below Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                                                                                 |  | Number of Control Actions 3-9 months from original due date |                      |                | Number of Control Actions Over 9 months from original due date |                      |        |                       |
| 4                         |                   | 4                                                                                                                                                                                                                                                                                             |  | 0                                                           |                      |                | 0                                                              |                      |        |                       |

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

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                            |  |                                                             | Governance Alignment | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite              |
|---------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------|----------------------|----------------|----------------------------------------------------------------|----------------------|--------|----------------------------|
| POD018                    | 5                 | There is a risk that SFRS is not fully compliant with Data Protection requirements due to a lack of effective processes related to how employee data is stored, accessed and maintained in paper based and electronic Personal Record Files |  |                                                             | PC (CB)              | PEOPLE         | 9                                                              | 12                   | 4      | Cautious (Within Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                               |  | Number of Control Actions 3-9 months from original due date |                      |                | Number of Control Actions Over 9 months from original due date |                      |        |                            |
| 5                         |                   | 2                                                                                                                                                                                                                                           |  | 0                                                           |                      |                | 3                                                              |                      |        |                            |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                   |  |                                                             | Governance Alignment | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite                |
|---------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------|----------------------|----------------|----------------------------------------------------------------|----------------------|--------|------------------------------|
| SD003                     | 2                 | There is a risk of SFRS operational availability systems reaching end of life and failing and the existing supplier ceasing to support or maintain legacy systems. |  |                                                             | SDC (SDB)            | OD             | 9                                                              | 9                    | 9      | Minimalist (Above Appetite)) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                      |  | Number of Control Actions 3-9 months from original due date |                      |                | Number of Control Actions Over 9 months from original due date |                      |        |                              |
| 1                         |                   | 1(new control to be added to dashboard)                                                                                                                            |  | 0                                                           |                      |                | 0                                                              |                      |        |                              |

## Appendix B – Other Significant Risks – October 2025

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

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

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                  | Governance Alignment                                        | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite              |
|---------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------|----------------------------------------------------------------|----------------------|--------|----------------------------|
| SPPC014                   | 5                 | There is a risk that the service fails to demonstrate robust Business Continuity Planning arrangements, demonstrating lessons learned from Covid and other events | ARAC (CB)                                                   | PPP            | 8                                                              | 8                    | 8      | Cautious (Within Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                     | Number of Control Actions 3-9 months from original due date |                | Number of Control Actions Over 9 months from original due date |                      |        |                            |
| 0                         |                   | 0                                                                                                                                                                 | 0                                                           |                | 0                                                              |                      |        |                            |

| Risk ID                   | Strategic Outcome | Risk Description                                                                                                                                                                                                                                                                                                                       | Governance Alignment                                        | SLT Risk Owner | Risk Rating                                                    | Previous Risk Rating | Target | Risk Appetite               |
|---------------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------|----------------------------------------------------------------|----------------------|--------|-----------------------------|
| POD021                    | 6                 | There is a risk to maintaining an effective Retained Duty System and meeting the Service's obligations under the Fire Scotland Act as a result of the impact of revisions to On Call T&Cs and associated policy / procedural arrangements, in particular effective management to meet the requirements of the Working Time Regulations | PC (CB)                                                     | PEOPLE         | 6                                                              | 6                    | 4      | Minimalist (Above Appetite) |
| Number of control Actions |                   | Number of Control Actions on Target or 3 months from due date                                                                                                                                                                                                                                                                          | Number of Control Actions 3-9 months from original due date |                | Number of Control Actions Over 9 months from original due date |                      |        |                             |
| 1                         |                   | 0                                                                                                                                                                                                                                                                                                                                      | 1                                                           |                | 0                                                              |                      |        |                             |

## Appendix B – Other Significant Risks – October 2025

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

# SERVICE DELIVERY COMMITTEE – FORWARD PLAN

Agenda Item 12.1

|                        | STANDING ITEMS                                                                                                                                                                                                                                                                                                                                                                                                                  | FOR INFORMATION ONLY                                                                                                                        | FOR SCRUTINY                                                                                                                                                                                                                                                                                                                                                              | FOR RECOMMENDATION                                                                 | FOR DECISION                                                                       |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| 24<br>FEBRUARY<br>2026 | <ul style="list-style-type: none"> <li>Chair's Welcome</li> <li>Apologies for Absence</li> <li>Consideration of and Decision of any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes</li> <li>Action Log</li> <li>Review of Actions</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Date of Next Meeting</li> </ul> | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> <li>Update from HMFSI</li> <li>Operational Learning</li> <li></li> </ul> | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> <li>Service Delivery Update (incl NMS/OC Resilience)</li> <li>Service Delivery Performance Reporting: Quarterly Performance Report,</li> <li>HMFSI Inspection Action Plan Updates</li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>LSO Performance Overview</li> </ul> | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> <li></li> </ul> | <u>Standing/Regular Reports</u> <ul style="list-style-type: none"> <li></li> </ul> |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                             | <u>Risk Spotlight:</u> <ul style="list-style-type: none"> <li></li> </ul>                                                                                                                                                                                                                                                                                                 |                                                                                    |                                                                                    |
|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                 | <u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>                                                                      | <u>New Business</u> <ul style="list-style-type: none"> <li>Marmot</li> </ul>                                                                                                                                                                                                                                                                                              | <u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>             | <u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>             |

## FUTURE ITEM (Dates TBC)

- **Influencing Factors on the outcome of Operational Incidents (D Farries):** Proposed at Forward Planning mtg on 7 July for the 21 August meeting. Subsequently deferred by DCO Watt with new meeting date to be confirmed.
- **Evaluation Programme for HFSV and Wider Prevention Activities (J Henderson):** Discussed at 28 May 2025 with subsequent specific request at 21 August 2025 to add to forward plan.



OFFICIAL



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

**PUBLIC MEETING – SERVICE DELIVERY COMMITTEE**

**TUESDAY 25 NOVEMBER 2025**

The following reports were submitted for information only.

# SCOTTISH FIRE AND RESCUE SERVICE

## Service Delivery Committee



**SCOTTISH**  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

**Report No: C/SDC/33-25**

**Agenda Item: N/A FIO**

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                              |                          |                          |                          |                          |                          |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>Report to:</b>             | <b>SERVICE DELIVERY COMMITTEE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| <b>Meeting Date:</b>          | <b>25 NOVEMBER 2025</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| <b>Report Title:</b>          | <b>YOUTH VOLUNTEER SCHEME EVALUATION 2022-2024</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| <b>Report Classification:</b> | <b>For Information Only</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>SFRS Board/Committee Meetings ONLY</b><br><b>For Reports to be held in Private</b><br><b>Specify rationale below referring to</b><br><b><u>Board Standing Order 9</u></b> |                          |                          |                          |                          |                          |
|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <u><a href="#">A</a></u>                                                                                                                                                     | <u><a href="#">B</a></u> | <u><a href="#">C</a></u> | <u><a href="#">D</a></u> | <u><a href="#">E</a></u> | <u><a href="#">F</a></u> |
| <b>1</b>                      | <b>Purpose</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| 1.1                           | To provide Service Delivery Committee (SDC) members with detail of the Scottish Fire and Rescue Service (SFRS) Youth Volunteer Scheme (YVS) Evaluation Report 2022–2024 (Appendix A).                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| <b>2</b>                      | <b>Background</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| 2.1                           | The YVS was launched in February 2020 to empower young people across Scotland through structured engagement with the SFRS. Due to the Covid-19 pandemic and national lockdowns, the scheme was unable to run as planned and the Year One evaluation report primarily covered online engagement. The 2022-2024 evaluation covers the first full two years of on-station delivery, assessing impact, challenges, and future direction of the programme.                                                                                                 |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| 2.2                           | The report covers the period of April 2022 to March 2024. Focus groups and the gathering of feedback took place during this time, and the final draft was completed by October 2024. Due to competing priorities and unforeseen circumstances, the report and formal publication was deferred until Graphic support was available. The report was published in July 2025 in its final format.                                                                                                                                                         |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| 2.3                           | A ‘youth friendly’ version of the report has been developed to share with Youth Volunteers, and other young people (Appendix B).                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| 2.4                           | Approximately 10 individuals have progressed from YVS and former cadet schemes into SFRS employment (Whole-time (WT), On-Call and Community Safety Advocates). In addition, around 20 have returned as Youth Volunteer Instructors and several WT and On-Call colleagues were part of previous iterations of cadet schemes e.g. 10 years ago. Moving forward, the Community Safety Engagement (CSE) Function will work with local YVS Scheme to capture this information more accurately.                                                             |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| <b>3</b>                      | <b>Main Report/Detail</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                              |                          |                          |                          |                          |                          |
| 3.1                           | <b>Key Highlights from the report include:</b> <ul style="list-style-type: none"> <li>13 schemes launched across Scotland, engaging over 200 Youth Volunteers (YVs) and 100+ adult Volunteer Youth Instructors (VYIs).</li> <li>YVS has had a positive impact on young people’s confidence, wellbeing, and life skills, with evidence of reduced social isolation and a reduction in anti-social behaviour.</li> <li>VYIs contributed thousands of hours to support the running of YVS, equating to significant social and economic value.</li> </ul> |                                                                                                                                                                              |                          |                          |                          |                          |                          |

|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              | <ul style="list-style-type: none"> <li>Strong community engagement and partnerships were formed, including with Police Scotland, the Scottish Ambulance Service, RNLI, and local charities.</li> <li>Awards and recognition were received locally and nationally, with some YVs gaining external qualifications.</li> <li>Schemes helped to fundraise thousands of pounds for national charities such as The Firefighter's Charity, and local causes.</li> <li>YVs participated in UK-wide events, raising the profile of SFRS youth engagement and developing future opportunities for young people.</li> <li>VYIs reported personal and professional development, with some progressing into new roles within SFRS.</li> </ul> |
| 3.2          | <b>Challenges Identified:</b> <ul style="list-style-type: none"> <li>Recruitment and retention of volunteers, particularly operational staff.</li> <li>ICT access and training gaps for external volunteers (now remedied).</li> <li>Two schemes (Edinburgh and Helensburgh) delayed due to staffing and infrastructure issues (now remedied).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                        |
| 3.3          | <b>Next Steps for period 2024-26:</b> <ul style="list-style-type: none"> <li>Launch remaining schemes</li> <li>Finalise and publish Phase Three of the syllabus.</li> <li>Establish a formal youth voice group.</li> <li>Expand national event participation</li> <li>Finalise Drill Ground Supervision training.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                     |
| 3.4          | Two of the above 'next steps' have already been undertaken and completed – the Phase 3 Syllabus has been published and is in use, and the Drill Ground Supervision training has been implemented at a local level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>4</b>     | <b>Recommendation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 4.1          | The main report should be circulated within the Service where relevant and to external agencies and partners. The 'youth friendly' version should be shared with Youth Volunteers and their families via Local Scheme Coordinators and on the national YVS social media pages.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 4.2          | The Early Intervention team should continue to work on solutions to the identified challenges, and to meet the next steps outlined in the report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 4.3          | Recognition should be given to the VYIs across the country who selflessly give upon their time to support local schemes. Each of the active schemes were nominated for a Volunteer Recognition Certificate as part of this year's National Fire Chief Council (NFCC) Prevention Award. Content described within the Evaluation Report was used to demonstrate the impact that schemes have had on the young people in their communities. Each of the nominated schemes will receive a certificate and the YVS National Officer and Early Intervention Team Station Commander with liaison with areas to ensure a formal presentation by local management.                                                                        |
| <b>5</b>     | <b>Key Strategic Implications</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 5.1<br>5.1.1 | <b>Risk Appetite and Alignment to Risk Registers</b><br>Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 5.2<br>5.2.1 | <b>Financial</b><br>Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 5.3<br>5.3.1 | <b>Environmental &amp; Sustainability</b><br>The report will be circulated digitally within SFRS and to partners.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

|                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                             |
|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| 5.4<br>5.4.1   | <b>Workforce</b><br>Local Senior Officer (LSO) Areas are required to identify Local Scheme Coordinators who provide support and guidance to local schemes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                             |
| 5.5<br>5.5.1   | <b>Health &amp; Safety</b><br>Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                             |
| 5.6<br>5.6.1   | <b>Health &amp; Wellbeing</b><br>Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                             |
| 5.7<br>5.7.1   | <b>Training</b><br>Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                             |
| 5.8<br>5.8.1   | <b>Timing</b><br>Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                             |
| 5.9<br>5.9.1   | <b>Performance</b><br>The YVS has demonstrated measurable positive outcomes in youth development, community engagement, and volunteer contribution. These outcomes align with SFRS strategic objectives around prevention, inclusion, and community resilience. The report can evidence improved confidence, wellbeing, and employability among young people, as well as enhanced skills and satisfaction among VYIs. These impacts contribute to long-term performance indicators related to community safety, youth engagement, and volunteer development. Continued investment in YVS will support sustained performance improvements across these areas. |                                             |
| 5.10<br>5.10.1 | <b>Communications &amp; Engagement</b><br>Support required from the Communications Team and the CSE Campaigns and Engagement Officer highlighted previously.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                             |
| 5.11<br>5.11.1 | <b>Legal</b><br>Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                             |
| 5.12<br>5.12.1 | <b>Information Governance</b><br>DPIA completed Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                             |
| 5.13<br>5.13.1 | <b>Equalities</b><br>EHRIA completed Yes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                             |
| 5.14<br>5.14.1 | <b>Service Delivery</b><br>Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                             |
| <b>6</b>       | <b>Core Brief</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                             |
| 6.1            | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                             |
| <b>7</b>       | <b>Assurance (SFRS Board/Committee Meetings ONLY)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                             |
| 7.1            | <b>Director:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Jon Henderson, Director of Prevention       |
| 7.2            | <b>Level of Assurance:<br/>(Mark as appropriate)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Substantial/Reasonable/Limited/Insufficient |
| 7.3            | <b>Rationale:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | This is a good news story.                  |
| <b>8</b>       | <b>Appendices/Further Reading</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                             |
| 8.1            | Appendix A - YVS Evaluation Report 2022 – 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                             |
| 8.2            | Appendix B - YVS Evaluation Report 2022 – 2024, Youth Friendly Version                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                             |

|                                                                                                                                                                                                                                                                                                                                                                    |                                                                |                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------|
| Prepared by:                                                                                                                                                                                                                                                                                                                                                       | Ruth Cairns, YVS National Officer                              |                                 |
| Sponsored by:                                                                                                                                                                                                                                                                                                                                                      | Cathy Barlow, Deputy Head of Prevention                        |                                 |
| Presented by:                                                                                                                                                                                                                                                                                                                                                      | Jon Henderson, Assistant Chief Officer, Director of Prevention |                                 |
| Links to Strategy and Corporate Values                                                                                                                                                                                                                                                                                                                             |                                                                |                                 |
| SFRS Strategic Plan 22-25<br>Outcome One: Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.<br>Outcome Six: The experience of those who work for SFRS improves as we are the best employer we can be.<br>Outcome Seven: Community safety and wellbeing improves as we work effectively with our partners. |                                                                |                                 |
| Governance Route for Report                                                                                                                                                                                                                                                                                                                                        | Meeting Date                                                   | Report Classification/ Comments |
| Service Delivery Committee                                                                                                                                                                                                                                                                                                                                         | 25 November 2025                                               | For Information                 |
|                                                                                                                                                                                                                                                                                                                                                                    |                                                                |                                 |





## SFRS YOUTH VOLUNTEER SCHEME

APPENDIX A



Scottish Fire and Rescue Service

# Youth Volunteer Scheme

Evaluation 2022-24



# CONTENTS

|                                                                             |    |
|-----------------------------------------------------------------------------|----|
| FOREWORD .....                                                              | 3  |
| INTRODUCTION .....                                                          | 4  |
| BACKGROUND TO<br>THE YOUTH VOLUNTEER SCHEME.....                            | 5  |
| AIMS AND OBJECTIVES: YVS OBJECTIVES<br>AND RELATED SHORT-TERM OUTCOMES..... | 6  |
| WHAT WE DELIVERED .....                                                     | 7  |
| WHAT DIFFERENCE DID WE MAKE?.....                                           | 18 |
| SUMMARY OF OUTCOMES .....                                                   | 27 |
| IMPACT ON VOLUNTEER<br>YOUTH INSTRUCTORS .....                              | 28 |
| NEXT STEPS .....                                                            | 30 |
| CONCLUSION .....                                                            | 31 |
| ACKNOWLEDGEMENTS .....                                                      | 31 |

# FOREWORD



It gives me great pleasure to introduce the second Youth Volunteer Scheme (YVS) National Evaluation. Building on the first year's report, this evaluation focuses on successes from Shetland to Stranraer but also highlights challenges schemes have faced and how we at Scottish Fire and Rescue Service are committed to overcome them, to achieve maximum impact for our volunteers and communities.

The YVS aims to offer a safe, welcoming and enjoyable space for young people to learn. The purpose of this scheme is to create opportunities for our younger

generation to learn about employability skills and raise awareness of a wide variety of roles within SFRS, from operational firefighters to Prevention specialists, to data scientists and beyond. We also recognise the important role that our future generation will hold in developing supportive and resilient communities and we hope that schemes, like ours, will further enable that evolution.

Within this evaluation are the voices of our young people and how their involvement has improved their social, emotional and interpersonal skills through opportunities within leadership, attendance at national and local events and widening their scope of learning and employability through training and practical challenges or experiences.

It is also important to hear from our valued Instructors, without whom the YVS wouldn't be possible. Our Instructors dedicate their time to supporting our Youth Volunteers and highlight their deep satisfaction with their role. All involved within the YVS play a crucial role and I'm proud of the passion, determination, innovation and respect that is represented across Scotland for this initiative.

We look forward to the future opportunities the YVS will bring and will continue to develop from past evaluations and feedback from our Instructors and Youth Volunteers.

## **Jon Henderson**

Assistant Chief Officer  
& Director of Prevention

# INTRODUCTION

Since the official launch in February 2020, the Youth Volunteer Scheme (YVS) has progressed well despite a two year pause due to the COVID-19 pandemic, and the challenges that were encountered in relaunching the scheme during an unprecedented time.

After approval to return to station premises in March 2022, thirteen of the planned fifteen schemes identified launched during the period of 1st April 2022 to 31st March 2024.

In real terms, the programme has now run its first full two years, which have presented a variety of successes, challenges and learning opportunities. To capture these, and to consider the impact that YVS delivery has had on young people and local communities, an evaluation was undertaken.

This report highlights the outcomes and objectives achieved during this period, the work taken to support identified schemes to launch, and the progress that was made towards meeting the 'Year One' Evaluation report recommendations. It focuses

on the short-term outcomes as outlined in the YVS Planning and Evaluation Toolkit due to most schemes operating within Phase One of the syllabus during this time.

The evaluation captures the views of Youth Volunteers (YVs) and their instructors who participated in the first phase of the YVS. This was conducted through gathering and analysis of statistical information, and structured focus groups held with schemes at Dumbarton, Stranraer and Lanarkshire. Feedback from parents and carers was also gained during in-person visits to various YVS open evenings.

The responses received demonstrate the positive impact that even a short time participating in YVS has had on the young people involved, and there is evidence that YVS helps to reduce social isolation, increases wellbeing, and contributes to the reduction of anti-social behaviour.

The report concludes with a consideration of next steps to ensure that YVS builds on the significant progress to date.



YVS Dumbarton learning how to operate a pump.

# BACKGROUND TO THE YOUTH VOLUNTEER SCHEME

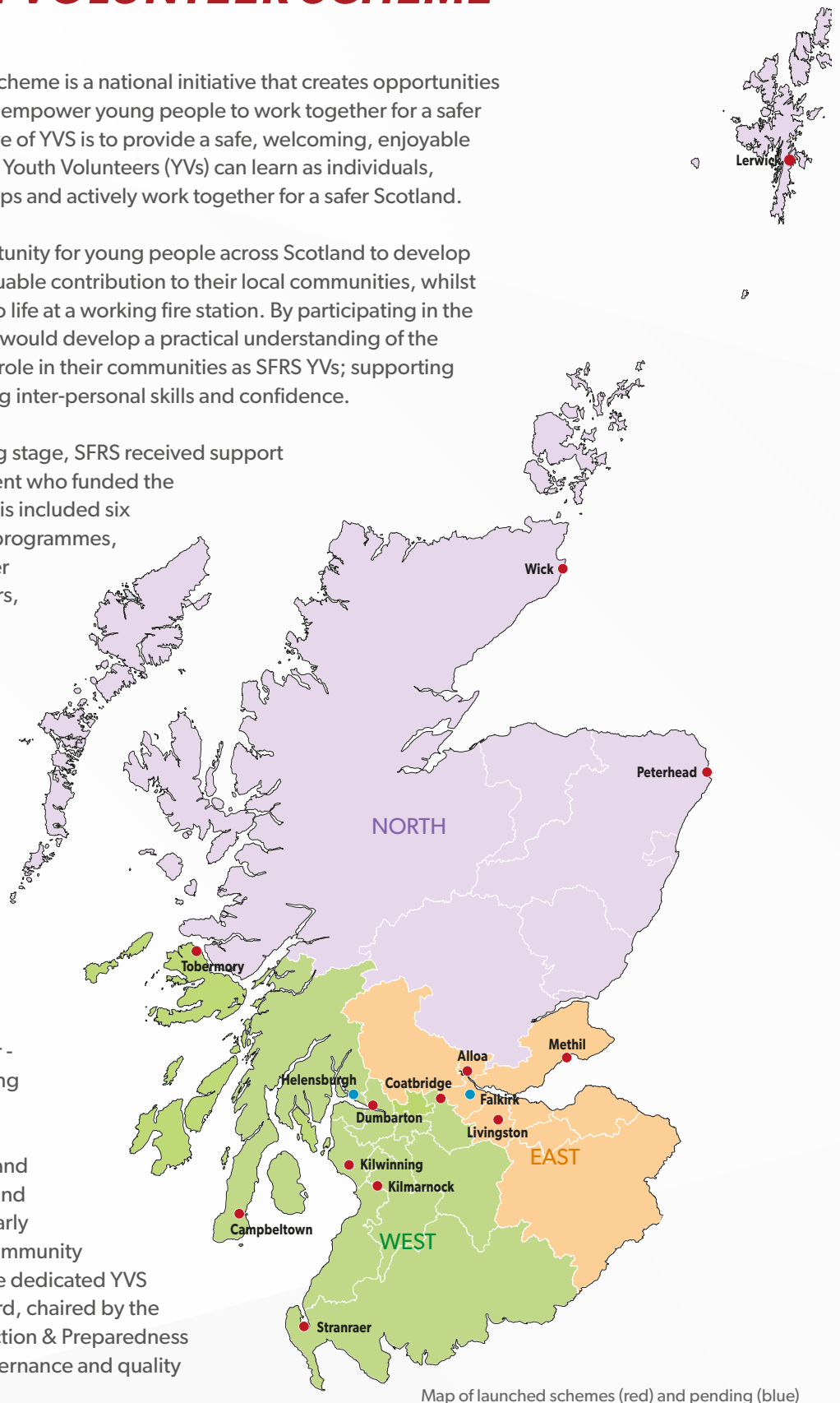
The SFRS Youth Volunteer Scheme is a national initiative that creates opportunities to improve life chances and empower young people to work together for a safer Scotland. The main objective of YVS is to provide a safe, welcoming, enjoyable and fun environment where Youth Volunteers (YVs) can learn as individuals, develop positive relationships and actively work together for a safer Scotland.

YVS provides a great opportunity for young people across Scotland to develop their skillset and make a valuable contribution to their local communities, whilst gaining a unique insight into life at a working fire station. By participating in the programme, young people would develop a practical understanding of the SFRS and play a supportive role in their communities as SFRS YVs; supporting development and enhancing inter-personal skills and confidence.

In the initial project planning stage, SFRS received support from the Scottish Government who funded the start-up costs of 15 units. This included six legacy youth engagement programmes, that had been running under various titles for several years, which were supported to transition over to the YVS.

YVS is supported by a network of committed Volunteer Youth Instructors (VYIs). These adult volunteers go through a robust recruitment and training process and are supported locally in the day-to-day running of YVS by the appointed Local Scheme Coordinator (LSC) and/or Depute Coordinator - roles that are filled by existing SFRS staff.

In turn, each scheme's LSC and Depute receives guidance and support from the national Early Intervention team within Community Safety Engagement, and the dedicated YVS National Officer. A YVS Board, chaired by the DACO of Prevention, Protection & Preparedness (PP&P) provides overall governance and quality assurance for the scheme.



# AIMS AND OBJECTIVES: YVS OBJECTIVES AND RELATED SHORT-TERM OUTCOMES

The main themes that emerged from the feedback gathered correspond to the YVS objectives one through four, with a deliberate focus on the impact of YVS on young people. Work towards objectives five and six are evidenced via the activities carried out by schemes, discussed later in the report, and feedback from a small group of VYIs.

## YVS OBJECTIVES

## SHORT TERM OUTCOMES

**1. Young people will have a practical understanding of the SFRS and play supportive roles in communities**

- Young people will broaden their perspectives through new challenges and experiences

**2. Young people will become successful learners, confident individuals, responsible citizens and effective contributors as well as being equipped with improved life skills**

- Improved self-esteem and confidence
- Young people participate safely and effectively in groups

**3. Young people will have increased capacity for further learning, employment or volunteering**

- Improved problem solving and communication skills
- Develop the skills to participate responsibly in political, economic, social and cultural life

**4. SFRS YVS will contribute to reducing inequalities by engaging with a diverse range of young people**

- YVS are places which reduce isolation and create a sense of belonging

**5. Support the development of an adult volunteer network which will enhance personal development, training and employability prospects**

**6. Improve health and wellbeing by providing a range of information and resources for young people and adult volunteers**



# WHAT WE DELIVERED

Due to the COVID-19 pandemic, there had been no on-station delivery since the national lockdown was declared. After approval to return to station premises in March 2022, thirteen of the planned fifteen schemes were supported to restart or launch for the first time as follows:

| March 2022              | April 2022                                           | May 2022      | June 2022      |
|-------------------------|------------------------------------------------------|---------------|----------------|
| Alloa<br>Methil<br>Wick | Campbeltown<br>Kilmarnock<br>Kilwinning<br>Stranraer | Dumbarton     | Peterhead      |
| August 2022             | October 2022                                         | December 2022 | September 2023 |
| Lanarkshire             | Livingston                                           | Shetland      | Tobermory      |

Significant progress was made across the period 2022-23 with twelve schemes launching, as the below table shows.

**Table 1: Statistics from 2022/23**

|                                              | Apr-Jun 22 | Jul-Sep 22 | Oct-Dec 22 | Jan-Mar 23 | Annual total            |
|----------------------------------------------|------------|------------|------------|------------|-------------------------|
| <b>Total schemes operating</b>               | 9          | 10         | 12         | 12         | /                       |
| <b>Youth Volunteers registered (YVs)</b>     | 84         | 111        | 115        | 148        | 216 individuals engaged |
| <b>Volunteer Youth Instructors (VYIs)</b>    | 46         | 84         | 74         | 78         | 112 individuals engaged |
| <b>Community Engagement Events</b>           | 5          | 3          | 7          | 7          | 22                      |
| <b>Volunteering hours contributed by YVs</b> | 145        | 36         | 427        | 159        | 767                     |

To expand on the above, wider data was collected from 2023/24 onwards, which includes: the launch of a 13th scheme, the number of YVs known to meet the Vulnerability Criteria as set out in the YVS Handbook, the number of YVs known to be Care Experienced, and the number of volunteering hours contributed by VYIs, as per Table 2 (see page 6).

Although there is not an exact figure for the 2022/23 period, it was estimated that VYIs contributed over 5,000 hours of volunteering, collectively. According to a report by the organisation Power to Change, this would amount to the equivalent of over £67,000, based on their estimated 'volunteering wage rate.'

**Table 2: Statistics from 2023/24**

|                                                | Apr-Jun 22 | Jul-Sep 22 | Oct-Dec 22 | Jan-Mar 23 | Annual total            |
|------------------------------------------------|------------|------------|------------|------------|-------------------------|
| <b>Total schemes operating</b>                 | 12         | 13         | 13         | 13         | /                       |
| <b>Youth Volunteers registered (YVs)</b>       | 169        | 163        | 153        | 141        | 213 individuals engaged |
| <b>No. of YVs reported a Vulnerable</b>        | 37         | 45         | 48         | 33         | 52                      |
| <b>No. of YVs reported as Care Experienced</b> | 8          | 13         | 15         | 10         | 18                      |
| <b>Volunteering hours contributed by YVs</b>   | 659        | 759        | 434        | 115        | 1967                    |
| <b>Volunteer Youth Instructors (VYIs)</b>      | 72         | 88         | 86         | 96         | 105 individuals engaged |
| <b>Volunteering hours contributed by VYIs</b>  | 879        | 1319       | 846        | 1072       | 4116                    |
| <b>Community Engagement Events</b>             | 29         | 36         | 16         | 5          | 86                      |

The two remaining schemes in Edinburgh and Helensburgh faced further challenges which meant they were unable to launch within the 22-24 period. Helensburgh first required significant property repairs to enable them to deliver the YVS syllabus. This work was completed in spring 24, and discussions have been taking place with a view to launch in late 2024.

Edinburgh's main challenge was recruiting VYIs, particularly from SFRS operational staff. Although YVS welcomes volunteers from all backgrounds, including members of the public, it is necessary to also have SFRS operational staff as volunteers who are operationally competent to supervise youth drills.

For a variety of reasons, Edinburgh unfortunately received no applications from SFRS operational staff, and due to this, and pressure on local staff capacity, towards the end of 2022 it was mutually agreed to defer a possible YVS in Edinburgh to a future date.

Work was undertaken to identify another location for a scheme to take the place of number fifteen, which was decided as Falkirk Community Fire Station, with a projected launch date of late 2024 alongside Helensburgh.



YVS Methil handing out leaflets and promoting safety messages at a local supermarket.

## COMMUNITY ENGAGEMENT

As delivery of the YVS syllabus got underway, local schemes began to support engagement and volunteering activities within their communities, allowing YVs and VYIs to play active, positive roles in their communities (meeting Objectives 1 and 5).

This included supporting a wide range of community events and passing on key SFRS safety messages to the public as per the examples below:

- Fire station open days
- Litter picking
- Leafleting
- Gala days and other public events
- Marshalling local races
- Attending Pride events
- Attending local Remembrance observances
- Local Water and Road Safety Awareness events



YVS Alloa supporting a Safe Drive Stay Alive event.



YVS Wick delivering a VR headset activity during Road Safety week at Wick High School.



YVS Lanarkshire handing out fireworks and bonfire safety leaflets in the supermarket.



YVS Campbeltown after marshalling the Mull of Kintyre 10k race.





YVS Methil raised money to purchase a public access defibrillator which was installed for community use outside a local shop.

Schemes also took part in many fundraising activities as part of their community engagement, including fire station car washes, bag packing, bucket collections at events, sponsored walks, and bingo nights amongst others.

Whilst some of the proceeds of these went towards providing supplementary equipment or activities for local schemes, many contributed to relevant charities, such as The Firefighter's Charity and the SFRS Family Support Trust. Some schemes also chose to contribute towards local initiatives, helping to enhance their community, or worked with other organisations to generate donations of goods for distribution to those in need.



YVS Stranraer worked alongside the Police Scotland Youth Volunteers (PSYV) on a Christmas Shoebox appeal.



YVS Peterhead supporting the multi-agency Breakfast club at Peterhead fire station.



## PARTNERSHIPS

Key to the delivery of the many community engagement events across the period, was the building of successful partnerships with a variety of organisations and community groups.

Every scheme has made strong and lasting partnerships within their local community, benefiting not only community members but the YVs and VYIs involved as well. Through these activities they are introduced to a wide variety of people with different backgrounds and beliefs, they take part in new experiences and learn about aspects of their community and its people (meeting Objectives 1, 2 and 5).

Some of the partnerships have focused on providing services to the local community, such as the Peterhead Fire Station Breakfast Club, organised in partnership with Police Scotland and the Rapid Relief Team. YVs supported the clubs during the October and Christmas holiday in 2023, allowing a safe and warm place for people to get something to eat, and speak to SFRS staff and relevant partner organisations. Another example is YVS Lanarkshire who have worked with the Veterans Community to support events for its members, such as a Christmas lunch. Other schemes have been involved in Santa's

Grotto or Easter Egg hunts at fire stations.

Schemes have also forged partnerships with other emergency service organisations. YVS Kilmarnock and Kilwinning strengthened their partnership with PSYV groups in Ayrshire through hosting a weekend residential and planned for working together more closely in future. YVS Peterhead and YVS Stranraer have supported the delivery of multi-agency exercises in their areas.

Links have been made across the country with the RNLI, HMS Coastguard, Scottish Air Ambulance, Scottish Blood Bikes, and Police Scotland, who have either visited schemes to raise awareness of what they do or have had schemes visit onsite such as the local police station, or lifeboat stations. There have also been scheme visits to airport fire services in Wick and Dundee to enhance YVs knowledge of their work.

Further to this, several schemes have linked with SFRS specialist teams to expand their understanding of the various roles within the service, such as the Water Rescue Team, Major Incident Unit, Command Support Units, Search and Rescue Dogs, and Operations Control.



YVS Lanarkshire's visit to Operations Control.



YVS Methil at Dundee Airport on a visit with their fire service.



YVS Kilwinning's visit from the Ayr Water Rescue Team.



YVS Dumbarton with one of the Urban Search and Rescue dogs.



## HEALTH AND WELLBEING

Part of the YVS syllabus focuses on ensuring YVs have a holistic learning experience within YVS (meeting Objective 2); that they are informed about issues that may affect them, and that they can weigh up risk and consequences. Schemes have invited local and national partner organisations to deliver workshops on a variety of health and wellbeing issues to their YVs, on topics such as drug and alcohol awareness, online safety, suicide prevention, mental health awareness, sectarianism, and bullying.

YVs have reported that the sessions on mental health in particular have been most welcome, in both facilitating conversations between YVs and with VYIs, and in signposting them to helpful resources and services. This is supported by statements included later in the report around YVS being a place of safety and belonging; and somewhere that contributes positively to their mental wellbeing.

## WIDER ACHIEVEMENT

YVs were encouraged to take part in a range of wider achievement awards, such as Hi-5 and Dynamic Youth Awards (equivalent to a National 2 and 3 respectively).

Arrangements were made to administer the Saltire Awards on a group basis, allowing all YVs to be eligible for the award. The awards recognise and celebrate young people's contribution to their communities through volunteering, and certificates are gained at different milestones as young people accumulate volunteering hours.

The table (right) shows the total number of awards gained through the 2022-24 period.

**Table 3: Awards gained 2022-24**

| Award                           | Awards Gained |
|---------------------------------|---------------|
| Hi-5 Award                      | 9             |
| Dynamic Youth Award             | 10            |
| Saltire 10 hour                 | 53            |
| Saltire 25 hour                 | 19            |
| Saltire 50 hour                 | 18            |
| Emergency First Aid Certificate | 6             |
| Total certificates              | 115           |



YVS Stranraer receiving 50-hour Saltire Award certificates.



YVS Peterhead, and YVS Lanarkshire in London for the Remembrance Parade in 2022 and 2023 respectively.

## NATIONAL EVENTS

In partnership with the UK Fire Cadets (UKFC) group, which represents such programmes from across all fire and rescue services in the UK, schemes were given the opportunity to take part in a range of national events.

The Local Scheme Co-ordinator (LSC) from YVS Alloa attended the UK Rescue Organisation competition in Birmingham in 2022 to observe the newly created youth casualty care challenge; and in 2023 three YVs from Alloa competed in the challenge in Lincoln.

YVS was once again invited to join UKFC to march in the Remembrance Parade at the London Cenotaph. During the period, YVS Peterhead (Nov 2022) and YVS Lanarkshire (Nov 2023) selected three YVs to represent YVS at the parade.

In August 2023, YVS Dumbarton represented YVS at the UKFC National Games hosted by Merseyside Fire and Rescue Service, the first UK wide games to be held since the COVID-19 outbreak. Six YVs and accompanying instructors travelled to Liverpool for the weekend to compete against other services in a variety of challenges.

Closer to home, YVS had built up awareness within the service and started receiving requests to support at regional and national events. The first of these was a Water Safety Awareness Day held at the Helix Park, Falkirk in July 2023 for World Drowning Prevention Day.

YVs from Alloa and Livingston attended and helped promote water safety messages to the public.

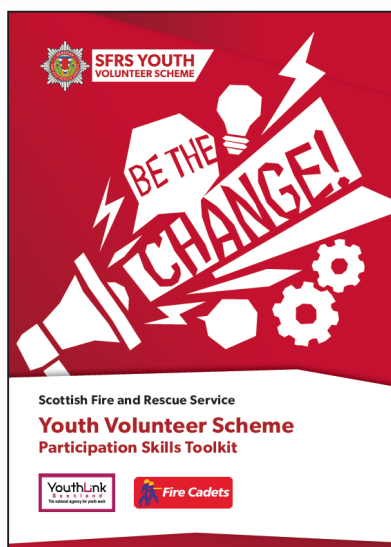
In December 2023, YVS also supported the service's first Santa Dash event, organised by Health and Wellbeing, with YVs from Dumbarton, Kilwinning and Lanarkshire volunteering in various roles – stewarding, handing out refreshments, registration, and helpers at Santa's Grotto. Going forward there will be more work to establish links and partnerships within the service to support other activities, and to build up a calendar of annual events that YVS supports.



YVS Dumbarton collecting their participation coins at the UKFC National Games.



## YOUTH VOICE



The Participation Skills Toolkit.

From the very start, young people have been involved in developing and influencing the YVS programme. To build upon this, and in anticipation of the UN Convention on Rights of a Child (UNCRC) becoming incorporated into Scots law in 2024, work was undertaken towards establishing a formal youth voice group.

So that YVs would have a basic foundation of the relevant skills and knowledge to be part of such a group, a participation toolkit was created in partnership with YouthLink Scotland and funded by the UKFC. The toolkit introduces the concept of participation and youth voice, with a variety of activities that supports young people to be involved in decision-making processes.

In October 2022, the YVS National Officer presented the published toolkit at the UKFC Network Meeting in Birmingham, alongside a proposed strategy for rolling it out across schemes. The strategy would see local schemes delivering the toolkit as part of their weekly sessions, supplemented by development days in each Service Delivery Area. YVs who had completed the toolkit's activities would be eligible for the youth voice group.

Feedback from LSCs and VYIs at this point suggested that, as many schemes were still relatively new and in the stage of relationship building, it was not the right time to roll the toolkit out across local areas. Instead, the decision was made to postpone this, and to engage with a number of YVs as part of a working group to develop Phase Three of the YVS syllabus. At the end of the working group, these young people will then be invited to establish the youth voice group.



Dumbarton YVs at the UKFC Young Leaders residential.

In March 2023, two YVIs from YVS Dumbarton took part in a UKFC Young Leaders Training residential weekend at the Fire College in Gloucestershire, looking at creating a network across the country.

Some schemes have also become involved in youth voice and decision-making activities locally – YVs from Methil have attended the Levenmouth Youth Taskforce, and YVS Lanarkshire attended the Motherwell Community Board. In addition, a YV from Stranraer has put herself forward and has been elected as a Member of the Scottish Youth Parliament for Galloway and West Dumfries, to represent the voices of young people in her area.

## AWARDS AND RECOGNITION

Local schemes have been building strong relationships with their communities, and as such some have had the privilege to receive recognition through local awards or have been invited to attend prestigious events, as per below.

- YVS Alloa were nominated for Community Group of the Year at Clackmannanshire TSI Awards
- A Youth Crew Commander from Kilwinning won the Youth Volunteer of the Year Award at the first Ayrshire Tri-Services Awards
- A YV from Peterhead was nominated for Young Ambassador of the Year at the Best of Buchan Awards
- YVS Shetland's pilot partnership programme with PSYV was recognised in a Parliamentary Motion
- Representatives from YVS Wick were invited to be part of the guard of honour for King Charles' visit to Wick



Alloa YVs at Clackmannanshire TSI Awards.



YV Ross Bain who won Youth Volunteer of the Year Award.



YVS Wick forming part of the King's guard of honour at the Castle of Mey.

## TRAINING AND DEVELOPMENT

During 2021, refresher training was carried out with all existing VYIs to ensure they were equipped for their role once on-station delivery recommenced. This meant that throughout the 2022/23 period training delivery focussed on:

- New LSCs
- Promoting use of Fire Cadet Manager, the online membership management system
- Lifelines Scotland mental wellbeing modules

In total, the above training amounted to 35 hours delivered across the year period.

Whilst schemes were being supported towards launching, a review of the existing training was undertaken based on the 'Year One' evaluation report, which recommended that the offer for VYIs and LSCs should be expanded to complement and enhance what was already being delivered. A training framework was developed that better met the needs of both VYIs and LSCs, ensuring they receive the level of training required for their role, but allows for more flexibility regarding capacity, timing, and format. The modules are delivered through a mix of Teams, in person and e-learning.

A VYI Induction Manual was created to be issued to volunteers on receiving their start date, giving an overview of YVS and their role, and detailing the training, uniform and PPE, and resources available to them.

The following table shows the training package that is mandatory for VYIs to complete. Further supplementary modules are in development which will enhance volunteer's skills and knowledge on different topics.

As previously stated, a Drill Ground Supervision course was developed during the 2022/23 period, to enable volunteers who are not also SFRS operational staff to supervise specific youth drills. A pilot course was held in August 2022, with seventeen volunteers attending. Work has been ongoing since then to develop a final training package for this, which is due to go live in early 2025.

### Mandatory Training Packages For VYIs

| MODULE                             | METHOD          |
|------------------------------------|-----------------|
| <b>ALL VOLUNTEERS</b>              |                 |
| Safeguarding                       | E-learning      |
| YVS Handbook and Syllabus          | E-learning      |
| Introduction to Youth Work         | E-learning      |
| Enhanced Safeguarding              | Teams/In person |
| Working with Young People          | Teams/In person |
| <b>EXTERNAL VOLUNTEERS ONLY</b>    |                 |
| SFRS Values and Structures         | E-learning      |
| Equality, Diversity, and Inclusion | E-learning      |

### Mandatory Training Packages For LSCs

| MODULE                                               | METHOD                                  |
|------------------------------------------------------|-----------------------------------------|
| Overview of YVS                                      | Teams session with YVS National Officer |
| Recruiting Volunteers                                | E-learning                              |
| Managing Volunteers                                  | E-learning                              |
| Safeguarding – Recording and Reporting               | E-learning                              |
| Managing Young People                                | E-learning                              |
| Introduction to Youth Work                           | E-learning                              |
| YVS Syllabus – Weekly Sessions (in development)      | E-learning                              |
| YVS Syllabus - Community Engagement (in development) | E-learning                              |
| Finance and Governance (in development)              | E-learning                              |
| Risk Management (in development)                     | E-learning                              |





A VYI demonstrating how a hydrant is opened.

A partnership was established with the SFRS Health and Wellbeing team and Lifelines Scotland, which explored what SFRS could offer VYIs with regards to mental wellbeing training. Lifelines were delivering training to SFRS staff, which VYIs were invited to join – however, as these courses ran during standard working hours and some required a full day, a series of volunteer specific sessions was arranged to better serve volunteers.

The first of these sessions started in early 2023, and a total of 20 VYIs completed this. To expand on this work, the YVS National Coordinator undertook a Train the Facilitator's course in February 2024, so that the Lifelines package can be delivered to volunteers in-house going forward.

## OTHER ACTIVITIES

In addition to the above, various other activities took place with regards to further development of YVS.

To improve communication with LSCs, and to provide a place for sharing practice, drop-in sessions were scheduled regularly, and feedback was sought to take to the quarterly YVS Board meetings.

Work was undertaken with the People and Organisational Development team to streamline the volunteer recruitment process, and with the Legal team to develop guidance for funders looking to support local schemes.

Feedback from schemes was used to put forward a business case for procuring and supplying waterproof jackets to all YVs and VYIs, due to their potential for volunteering outdoors around the year in all weathers. Over 200 3-in-1 waterproof jackets with removable fleece were purchased in early 2024, with an anticipated delivery date of late spring/early summer. These 3-in-1 jackets will replace the existing soft-shell zip up jacket, which will be phased out.

Finally, development of the Phase Three syllabus began, with the first Working Group meeting held at the end of March 2023, outlining the themes to be included and the outcomes for YVs who reach this phase. Work has been ongoing throughout 2024 to develop the materials for Phase 3 with a provisional launch date of September 2024.

# WHAT DIFFERENCE DID WE MAKE?

**For this report, there was a focus on six of the Short-term Outcomes from the Planning and Evaluation Toolkit. These outcomes were seen as the most relevant for the first real year of delivery.**

## Young people will broaden their perspectives through new challenges and experiences

YVs reported that being involved in YVS has allowed them to step out of their comfort zone, and that they can now do things that they would not have done previously:

### **They said:**

*'I pushed myself to come at the start as I was really nervous but now I love it.'*

*'I've gone through an interview to be Crew Commander and I was nervous before it, but glad I did.'*

*'One of my highlights was climbing the tower – I was petrified of doing it but thought it was easy after I'd been up.'*

*'Going through the tunnels was scary, I wouldn't normally do something like that at all. But I just said, 'go for it' and was proud of myself for doing it.'*

*'I feel braver to try something new outside of YVS now, because I know I can achieve things if I put my mind to it.'*



More experienced YVs demonstrate how to conduct drills to their peers.





YVs being shown the use of a light portable pump.

YVs told us that getting opportunities to work with partner organisations and support community events has widened their world view and allowed them to see and do things within their local communities that they wouldn't normally:

**They said:**

*'It was fun speaking to members of the public, you got to meet lots of different kinds of people.'*

*'I've done so many different things like first aid events, water safety days in the country park, and local gala days. I wouldn't have gone to these things if I wasn't part of YVS.'*

*'I'm able to work with folk from all different backgrounds now.'*

*'It feels good to help out your community and meet people that you wouldn't normally.'*

*'Doing community events, you have to speak to people you wouldn't normally, pass on safety messages and represent SFRS.'*

## Young people participate safely and effectively in groups

Through the YVS syllabus young people are supported to develop their interpersonal skills, work in teams, and experience leadership and responsibility:

### **They said:**

*'As Crew Commander I've mentored new people and made sure they settled in OK.'*

*'Being a Crew Commander was scary at first, but my crew helps me if I forget anything. We all work well together, and we can tell if someone is upset or worried.'*

*'We all help each other; we need to work as a team and make sure everyone feels comfortable.'*

YVs reported that they support and encourage each other and have built relationships with other young people they wouldn't normally speak to:

### **They said:**

*'You feel part of a team, and are friends with people you might not be otherwise.'*

*'We are supportive of each other as a group, you don't feel nervous or ashamed to ask questions.'*

*'You don't feel pressured if you make a mistake, you know they will understand and don't feel embarrassed in front of each other.'*

They also reported that they had good relationships with the VYIs in their scheme and see them as trusted adult role models:

### **They said:**

*'They listen to you and encourage you to do your best.'*

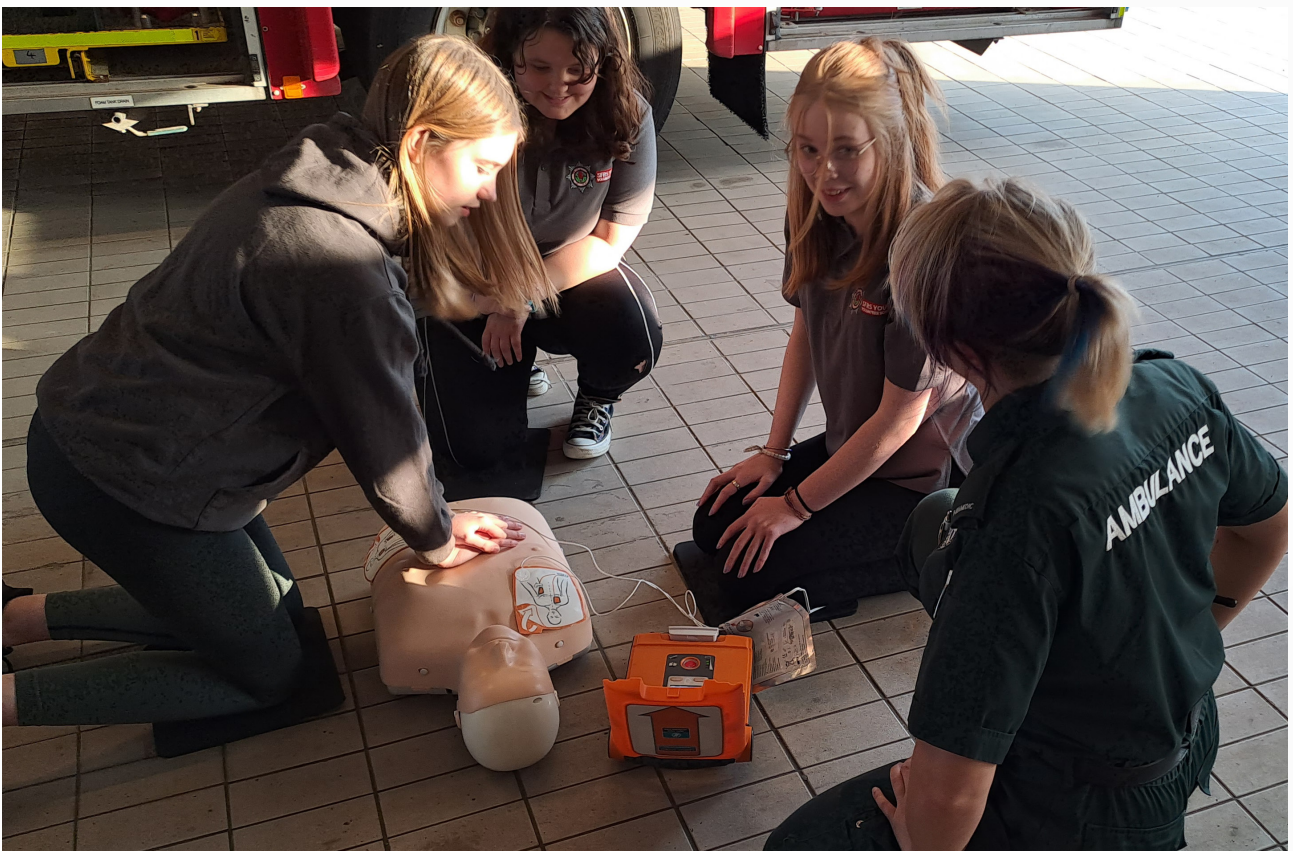
*'It's easy to communicate with the instructors, you can have a laugh with them, go to them for advice and not feel anxious.'*

*'You feel like they are there for you.'*





YVS Kilwinning meeting one of SFRS' Urban Search and Rescue dogs.



YVS Shetland receiving CPR awareness from the Scottish Ambulance Service.



## YVS are places which reduce social isolation and create a sense of belonging

In a similar vein to the previous outcome, YVS seeks to ensure that young people gain a sense of belonging and purpose through being involved.

There was a consensus among YVs that they have formed strong relationships with each other and have built a positive identity around being part of YVS. They said that their local schemes are safe and welcoming places, somewhere they can make friends and get away from the pressures of schoolwork and family life.

They also reported that YVS improves their physical and mental wellbeing.

### **They said:**

*'I'm proud to wear the uniform, and to represent SFRS.'*

*'We've become so close and have got such a good bond. We are a wee fire station family.'*

*'It's a learning atmosphere but it's an escape from school – there's no pressure on you like in school, everyone just wants you to do your best and helps you.'*

*'Even if you have a bad day at school, you come here and it's a good way to end the day.'*



Operational drills are an essential part of building teamwork and communication skills.

### **They said:**

*'It's something to look forward to every week, it keeps you active and gets you out the house. You know you'll be around people you like and you feel like you're in a safe place.'*

*'YVS is a getaway from everything, you don't need to worry about things like exams.'*

*'I think I'm a happier person now because of YVS; the people you meet, the instructors, and each other.'*



YVS Alloa practicing hose drills.

Feedback from young people and parents also shows that YVS has helped some young people to find purpose and they now have goals for the future.

**Young People said:**

*'I want to work with the fire service because you feel like you can make a difference to people's lives. I didn't know what I wanted to do before but now I see where I want my life to go.'*

*'YVS has made my mind more firm about what I want to do.'*

**Parent said:**

*'My son never had any idea about what he wanted to do when he left school; he now has clear goals and is working towards them.'*



## Improved self-esteem and confidence

All YVs that took part in the focus groups said they felt that being part of YVS has increased their confidence and self-esteem. They give examples of being less shy, being able to speak in front of others, and being more assertive.

### **They said:**

*I'm 100% more confident because of YVS, I wouldn't talk to anyone I didn't know before.'*

*'My confidence has went up so much, I'm a different person now to how I was before.'*

*'Having to give orders as a Crew Commander has made me more confident. I know how to get information across and deal with group conflicts.'*

*'I'm more confident now than compared to what I was like before YVS. I feel able to speak up during drills if I spot mistakes.'*



YVS Shetland with PSYV during Remembrance weekend.



YVs from Lanarkshire spreading water safety messaging to the public.

Feedback gained from parents also highlighted the increase in confidence among YVs.

### **They said:**

*'The change in my son is huge. He now has confidence and is more able to speak to people in public, this is all down to YVS.'*

*'My daughter didn't speak to others, didn't engage well at school; but she now has the confidence to work with others, and she can stand up and get her photo taken with the rest of her group which she wouldn't have done before.'*



YVS Shetland and PSYV volunteering at the Tall Ships Race.

## Improved problem solving and communication skills

The YVS syllabus promotes teamwork, problem solving and communication and encourages young people to take on different roles and responsibilities within a group. YVs gave us examples of how they have used and improved these skills.

### **They said:**

*'Taking part in the drills has made me learn what good teamwork is. You need to rely on each other to make sure everyone is safe.'*

*'I work harder and have more perseverance. Before YVS I would sometimes just give up if things got too hard, but now I know I can achieve things if I see it through.'*

*'We can show newer members that trying new things isn't as scary as it seems, because we've been through it as well.'*

*'Passing on commands and making sure everyone follows instructions has improved my communication skills.'*



YVS Lanarkshire working on a fire heritage activity.

Some YVs reported that their improved skills have helped them in other areas of life.

### **They said:**

*'I find it easier to communicate with others now, and have to speak to people in my job.'*

*'I had to send an email for work, and felt more confident in communicating what I needed to.'*

*'I'm better at reading body language and picking up on non-verbal communication. This will help when I go for a job in future.'*



## Develop the skills to participate responsibly in political, economic, social and cultural life

YVs are given the opportunity to grow and develop a range of skills for life, learning and work that will benefit them long after they have left the scheme. The syllabus is a holistic programme of learning which encourages YVs to become well rounded individuals and instils citizenship.

YVs state that they are proud to be role models and mentors within their local schemes and feel that they are changing the perception of young people in their communities.

### **They said:**

*'It feels good to help out, it's rewarding. People look at you differently when you have the uniform on.'*

*'I feel like we're treated with more respect when we are out and about, like we're changing how people see us and other young people.'*

*'Having the younger ones look up to you is good, and it makes you want to be a good example for them.'*

Feedback from young people and parents demonstrate that for some, YVS has reduced the likelihood of them being involved in anti-social behaviour.

### **Young person:**

*'I used to be a little \*\*\*\* but now I'm more responsible. I don't get up to the things I used to before YVS.'*

### **Parent said:**

*'My daughter was hanging around with the wrong kind of people before YVS and getting into all sorts of trouble. Who knows what she'd be up to now if she wasn't part of this.'*



## SUMMARY OF OUTCOMES

It is clear from the feedback gathered from young people and parents that YVS has made a positive impact on the lives of those that take part. The young people involved have developed essential life skills and increased their confidence and self-esteem.

YVs have told us that they value the opportunity to engage with their local communities, to speak to people and to represent SFRS.

Many of them could articulate the difference that YVS had made on them and directly correlated positive changes to being part of the scheme.



VYI and YV from YVS Tobermory.

# IMPACT ON VOLUNTEER YOUTH INSTRUCTORS

**As well as considering the difference that YVS has made to young people, feedback was also gathered from some VYIs to demonstrate how Objective 5 has been met.**

VYIs reported that being involved in YVS has had an impact on their personal and professional development. Each adult volunteer receives comprehensive training as well as being offered Continuing Professional Development opportunities, and through this they can gain skills and knowledge that they may not have otherwise had the opportunity to.

Where this has been the case, volunteers have stated that these have benefited them in other areas of life, whether they are SFRS employees or external to the service.

Some volunteers who are also operational SFRS employees said that they have gained so much from working with young people, and have carried this over into their firefighting duties:

## **They said:**

*'It feels less stressful to cut folk out of cars and go into burning buildings than spending time in a room full of teenagers sometimes, but it has been amazing getting to know them and build those relationships.'*

*'I've definitely gained more patience - I feel like if you can explain something to a 14-year-old with no experience, it's good for going back to your station and being a Crew Commander. Having to give instructions to teenagers has been really good for my communication skills.'*

*'Volunteering has helped me gain confidence in my own role as a firefighter, I've learnt transferable skills that I can take into my day job.'*

VYIs also discussed the sense of reward or satisfaction they gain from their role:

## **They said:**

*'I enjoy teaching them about the fire service and being a role model for them to look up to. You gain a sense of achievement when you see them progressing, knowing that you helped them in the right direction.'*

*'It's so rewarding to watch the young people grow and develop and feeling like you've had a part in that.'*





YVS Alloa demonstrating the use of a branch.

The wide range of opportunities that VYIs have participated in through YVS have also been of benefit, with some even stating that it has helped them gain employment within the service.

**They said:**

*'It's opened up my way of thinking about things, seeing how folk approach things differently. It's been great for my personal and professional development.'*

*'The opportunities that have opened up to me because of YVS, I would have never thought to apply [for my job] if I hadn't been involved.'*

*'Developing my own skills as an instructor boosted my confidence and gave me the push to apply for On Call.'*

# NEXT STEPS

**YVS has had many successes in the first two years of on-station delivery, though it was not without its challenges. We have gained valuable feedback and recognised learning opportunities which will allow for further development and improvement of the scheme.**

## ICT ACCESS

External volunteers initially did not have access to SFRS' ICT systems, which meant they were unable to access key documents and policies on the YVS Members SharePoint page and used hard copies instead, where possible. They have also had to rely on internal volunteers to access lesson plans, the YVS Handbook and safeguarding resources. However, approval for the correct access was granted and work will be ongoing to implement this as standard practice going forward.

training and development to bring the individual up to speed and requires them to begin relationship building with the local VYI team.

Recruitment and retention of VYIs has also been a challenge in some areas. For some it has been an issue of attracting low numbers of internal operational volunteers, as outlined previously with the intended scheme in Edinburgh. In schemes where there are low numbers, operational volunteers may have to attend every week so that there is suitable drill supervision, otherwise the delivery of the syllabus would be impacted.

In other areas, some external volunteers have been frustrated and are at risk of losing interest due to the issues with ICT access and training issues outlined above.

Work is ongoing to remedy this situation with the SFRS Workforce Planning department, towards retention of volunteers and development of a sustainable bank of volunteers for each local scheme.

The next steps for YVS are as follows:

- ➔ Support the remaining two schemes to launch
- ➔ Launch Phase Three of the YVS syllabus and explore accreditation opportunities
- ➔ Establish a youth voice group
- ➔ Link in with UK Fire Cadets to participate in more national events and build a calendar of Scotland wide events
- ➔ Work with Training and Safety Assurance to launch the Drill Ground supervision course

## DRILL GROUND ACTIVITIES

For health and safety reasons, currently only competent firefighters can supervise youth operational drills. This has had implications on programming weekly sessions where such volunteers are unavailable. A Drill Ground Supervision course was developed using NFCC guidance, and a pilot course was held in August 2022 with seventeen participants. Work has been ongoing since then with Training and Safety Assurance (TSA) to further develop the course ready for implementation and delivery, with an anticipated roll-out in early 2025.

## STAFF AND VOLUNTEER CAPACITY

An ongoing challenge for some local schemes has been the recruitment and retention of both SFRS staff and volunteers.

The LSC role is filled by a Local Authority Liaison Officer (LALO) or On-Call Support Watch Commander. Staff turnover of these roles in some areas can be quite high, which means that the LSC role has been frequently replaced with someone new. This requires



## CONCLUSION



YVS Lanarkshire after completing an operational drill.

This report considers the significant progress that has been made over the first full two years of on-station delivery. Supporting a scheme to launch entails a significant amount of work both locally and nationally, therefore having thirteen schemes launched within this time is a huge success.

Despite the challenges that schemes faced, we can demonstrate the positive impact that YVS has had on the young people involved and highlight the successes that local schemes have had.

The feedback gained for this report will allow YVS to improve and expand over the course of the next year, which will enable us to facilitate even better outcomes and impact on young people, volunteers, and the wider communities in which they live.

## ACKNOWLEDGEMENTS

Thanks goes to the Youth Volunteers from YVS Dumbarton, Lanarkshire and Stranraer, and their VYIs for supporting them to participate in focus groups; and to VYIs in YVS Dumbarton, Livingston and Shetland for their feedback.

Thanks is also extended to all the Local Schemes Coordinators, Deputies, Station and Group Commanders who were involved in progressing YVS over this period.

Finally, thank you to all our valued VYIs, who have contributed significantly during this period.



## **SFRS YOUTH VOLUNTEER SCHEME**

**[www.firescotland.gov.uk](http://www.firescotland.gov.uk)**

Youth Volunteer Scheme – Evaluation 2022-24

Version 1.0 – August 2025





**SFRS YOUTH  
VOLUNTEER SCHEME**

**APPENDIX B**

# YVS EVALUATION 22-24

*YOUTH FRIENDLY SUMMARY*



# WHAT IS THE YOUTH VOLUNTEER SCHEME?

YVS is a programme run by the Scottish Fire and Rescue Service that gives young people the chance to learn new skills, meet new people, and make a difference in their communities — all while getting a behind-the-scenes look at life in the fire service.



## WHAT'S BEEN HAPPENING?

In the 2022-2024 period:

- 13 Schemes started up across Scotland, from Shetland in the north to Stranraer in the South.
- We worked with over 200 young people - our Youth Volunteers, and we were supported by over 100 adult volunteers instructors.
- Youth Volunteers helped out at community events, learned about fire safety, and developed their teamwork skills by taking part in firefighting drills.
- Youth Volunteers earned over 100 certificates and awards, including Saltire certificates, Hi-5 and Dynamic Youth Awards, and Emergency First Aid at Work.





# WHAT YOUNG PEOPLE TOLD US

## OVERVIEW

Our Youth Volunteers said they developed and strengthened the following:

- Leadership and teamwork
- Communication and problem-solving
- First aid and safety awareness
- Confidence and self-esteem
- Volunteering and citizenship



## ABOUT CONFIDENCE AND TRYING NEW THINGS

*“I pushed myself to come at the start as I was really nervous but now I love it.”*

**“One of my highlights was climbing the tower – I was petrified... but thought it was easy after I’d been up.”**

*“I’m 100% more confident because of YVS. I wouldn’t talk to anyone I didn’t know before.”*

**“My confidence has went up so much, I’m a different person now.”**

## ABOUT TEAMWORK AND FRIENDSHIP

"We've become so close and have got such a good bond. We are a wee fire station family."

***"You feel part of a team, and are friends with people you might not be otherwise."***

"We all help each other; we need to work as a team and make sure everyone feels comfortable."

***"You don't feel pressured if you make a mistake... you don't feel embarrassed."***



## ABOUT LEARNING AND SKILLS

*"Taking part in the drills has made me learn what good teamwork is."*

***"Passing on commands has improved my communication skills."***

*"I'm better at reading body language... this will help when I go for a job."*

***"I work harder and have more perseverance... now I know I can achieve things."***





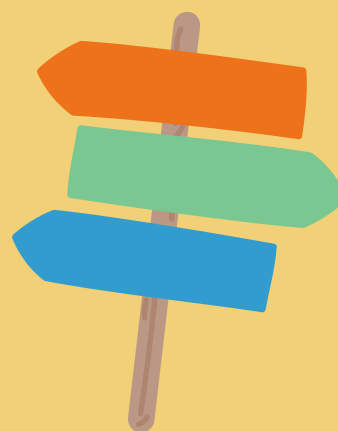
## ABOUT PURPOSE AND FUTURE

*“I want to work with the fire service because you feel like you can make a difference.”*

**“YVS has made my mind more firm about what I want to do.”**

*“It feels good to help out, it’s rewarding.”*

**“People look at you differently when you have the uniform on.”**





# WHAT ABOUT THE ADULT VOLUNTEER INSTRUCTORS?



They said that volunteering has helped them grow personally and professionally.

**They said they felt proud to support young people and have gained skills they can use in their jobs.**

“It’s so rewarding to watch the young people grow and develop.”

**“Volunteering has helped me gain confidence in my own role as a firefighter.”**





# OPPORTUNITIES



Youth Volunteers have represented SFRS at a variety of national events:

- UK Fire Cadet Games
- UKRO Cadet Casualty Care Challenge
- Remembrance Parade at the London Cenotaph

# WHAT'S NEXT?

- Support the final schemes to launch.
- Develop Phase Three of the YVS syllabus.
- Create a Youth Voice Group so young people can help shape the future of YVS.
- Take part in more national events and improve training for volunteers.







**SFRS YOUTH  
VOLUNTEER SCHEME**