



**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)**

**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
Jonathan Henderson (JH)	Assistant Chief Officer, Director of Prevention
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Garry Mackay (GMack)	Deputy Assistant Chief officer, Head of Operations
Robert Scott (RS)	HMFSI
Bobby Lennox (BL)	Area Commander, Local Senior Officer Western Isles, Orkney and Shetland
Stuart Chalmers (SC)	Business Manager (Item 9 only)
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 10 only)
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 David Farries, Assistant Chief Officer, Director of Operational Delivery

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

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

**4 DECLARATION OF INTERESTS**

4.1 No declaration of interests were made.

**5 MINUTES OF PREVIOUS MEETING: 21 AUGUST 2025**

**5.1 Public Meeting: 21 August 2025**

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

5.1.2 In relation to the HMFSI Organisational Culture Vol 1 report, it was noted that following discussion at the Integrated Governance Forum, it was agreed that this remains under the scrutiny of the People Committee. However, should any service delivery issues emerge, these would be brought forward to this Committee.

**5.2 Matters Arising**

5.2.1 There were no matters arising.

**5.3 The minutes of the meeting held on 21 August 2025 were approved as a true record of the meeting.**

**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 for the period August to November 2025, albeit some issues may precede and extend beyond this period. The report was taken as read.

7.2 In regard to migrant housing, JH outlined the fire safety approach being undertaken. This included ensuring fire safety of buildings, engaging with residents and property owners directly with fire safety advice and preparing operational responses. JH further outlined the multi-agency approach being undertaken at both local and national levels and the support being given which goes beyond fire safety activities. JH noted that the Service would continue to build on relationships and undertake early and ongoing engagement.

7.3 In regard to facilities in Shetland, CMcG informed the Committee that the HSE had issued an improvement notice in February 2025. However, necessary actions had been taken, and the notice had subsequently been lifted. CMcG noted that innovative solutions had been implemented and the plans to replicate these measures across other remote/rural stations.

7.4 In regard to the On Call Improvement Group, the Committee queried whether there was evidence of any positive impact due to recent contract changes. GMack noted the potential to evaluate the impact locally but the Service could not identify any long term impact or wider benefits at this time. AW noted that the performance report indicated improvements, however, these were not translating into higher appliance availability and further investigation was needed.

7.5 In regard to large animal rescue (LAR), GMack outlined the challenges in tracking and predicting activity levels which vary greatly by geography. GMack highlighted that the Service's priority was crew safety, and noted the importance of local context in operational planning and appropriate resource allocation.

7.6 In regard to the New and Emerging Risks Group (NERG), the Committee sought clarification on how the Service defined new and emerging risks. JH advised that the NERG had expanded beyond the electrical infrastructure working group to consider wider

## OFFICIAL

risk such as wildfire and flooding. JH noted that although wildfire and flooding were not considered new risks, they were evolving. The NERG collaborated with key stakeholders such as National Fire Chiefs Council (NFCC) and Scottish Government.

- 7.7 In regard to the Youth Volunteer Scheme, JH confirmed the desire to continue the roll out into other Local Senior Officer areas and for learning to be shared. However, the Service remained conscious of financial constraints and awaited the budget announcement. The Committee commented on the potential for sourcing resource or financial support from external partners who share the same objectives.
- 7.8 In regard to the New Mobilising System (NMS), JH advised that Dundee Operations Control (OC) was going live today. JH noted that, so far, progress remained on track and all teams would continue to work hard to ensure a smooth transition.
- 7.9 The Committee commented on the recent positive Women in the Fire Service event and noted the need for clearer communications relating to attendance at future events.
- 7.10 The Committee commented on the good progress being made in relation to the Breathing Apparatus Recovery Plan and complimented all those involved.
- 7.11 **The Committee scrutinised the report.**

### 7.2 **Local Senior Officer Performance Overview**

- 7.2.1 BL provided an overview of Western Isles, Orkney and Shetlands (WIOS) LSO area including management structure, staff deployment patterns and the unique challenges of covering remote islands. The following key points were highlighted:
- Positive and active relationships with local authorities, community councils and partner agencies.
  - Improvements to training facilities, particularly welfare and decontamination, were ongoing.
  - Delivery of training was delivered through a combination of local and national instructors.
  - Operational level remains low and were a testament to prevention activities.
  - Shared Prevention team with Highlands.
  - Overview of property assets across the islands. Recent HSE improvement notice received and improvements had been made.
  - Successful recruitment levels within recent years.
  - Creation of the Talk, Involve, Notice and Act (TINA) Project in memory of Erin Quinn.
- 7.2.2 BL stated that travelling to the islands could be difficult and often depended on the weather conditions and availability.
- 7.2.3 In regard to the TINA project, BL reminded the Committee that this was still in the early stages but in time could be rolled out wider.
- 7.2.4 The Committee noted the small number of fulltime staff within each group who were required to undertake several roles and asked what additional support could be given. BL noted the positive attitudes and community spirit from all staff. BL indicated that a Local Authority Liaison Officer role and additional full time staff based on the islands would be beneficial.
- 7.2.5 Brief discussion took place on the diversity within communities across Scotland and the ability and autonomy to respond to individual communities' needs within the current national arrangements. BL commented on the prevention agenda and the potential to support health outcomes, as well as traditional fire service outcomes, however staffing numbers were limited.

7.2.6 Brief discussion took place on the partnership working, training and resilience arrangements in place on the islands which are frequently tested and refined.

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

*(B Lennox left the meeting at 1110 hrs)*

## **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 HMFSI inspection and reporting activity. The following key points were highlighted:

- All Service Delivery Area inspections were now completed.
- Postponement of the Service Delivery Corporate Service inspection.
- Future changes and recruitment within the HMFSI team.
- Operational Assurance inspection published and laid before Parliament on 10 September. Positive report and recommendations accepted by the Service.
- Operational Training and Development thematic inspection report was currently being drafted and would be finalised in the new year.
- Early stages of the focused review on the Commonwealth Games 2026 preparation.
- Due to Scottish Government's increased focus on wildfires, HMFSI would be attending various forums and advising Ministers.
- Preparatory work underway for the Organisational Culture Volume 2 inspection and the terms of reference have been shared with the Service.

8.1.2 With regard to the Operational Assurance report, it was noted that the Strategic Leadership Team had approved the action plan, which would be submitted to the Integrated Governance Forum (January 2026) for allocation to the appropriate Committee for oversight.

8.1.3 **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 areas were highlighted:

- West Service Delivery Area: Three actions completed during this reporting period and 8 actions continued to be progressed.
- Actions 9 and 11 were still progressing however the revised completion date may be exceeded.
- Action 19.1: Interim reporting process developed as the Service investigate a replacement for CSET. Anticipated that the deadline of December 2025 would be met.
- East Service Delivery Area: Closing statement provided.

8.2.2 In regard to Action 3, the Committee asked whether this would be completed on time and whether the process would be Scotland-wide and aligned to NFCC guidelines. AW advised that through the oversight of AC Chris Getty, full consideration would be given to all high rise recommendations arising from Grenfell, HMFSI, etc. JH noted that this would be in place by April 2026 and would become a business-as-usual process which would be subject to continual review.

8.2.3 In regard to GETAC tablets, the Committee were advised that the tablets were reliable, however there were issues with bandwidth availability and essential security protocols. SC noted that changes had been made to the security policy to try to alleviate any issues. It was noted that information on the number of incidents/activity levels reported to the service desk were contained within the report.

8.2.4 **The Committee scrutinised the report.**

*(Meeting broke at 1134 hrs and reconvened 1140 hrs)  
(R Scott left the meeting at 1134 hrs)*

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

9.1 JH presented a report to the Committee providing an update on the Home Fire Safety Visit (HFSV) project. The following key points were highlighted:

- HFSV App comprised 3 modules – Admin, Partner and Main.
- Both the Admin and Main modules were live and in use.
- The Partner module has completed security testing with no issues reported. The next phase will involve launching this module.

9.2 The Committee commented on the HFSV App being approved and launched before full testing of the individual modules had been undertaken. The Committee further commented on similar previous situations with other systems such as hydrants, stock, etc. The Committee questioned what learning could be gained and applied to other areas.

9.3 SO'D noted that this was a legacy situation which would not be repeated as the Service's approach going forward was to purchase off the shelf systems. SO'D also stated that, given the impact on DaTS resources, it was decided to proceed and deliver the product rather than restarting the process.

9.4 The Committee sought assurance on data sharing with partners on future developments. SC advised that security protocols and processes had been developed for this project and would be applied to any future partnership data sharing. Assurances were provided on the rigorous testing carried out and that no issues remained outstanding.

9.5 **This report was provided for information only.**

*(S Chalmers left the meeting at 1158 hrs)  
(C Fitzpatrick joined the meeting at 1158 hrs)*

**10 SERVICE DELIVERY PERFORMANCE REPORTING**

**10.1 Quarterly Performance Report for Q2 2025-26**

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

10.1.2 It was noted that the full Board had recently received detailed evidence of response times, call handling and mobilisation trends over the last 10-year period and awaited the outcome of the research commissioned by Northumbria University.

10.1.3 In regard to KPI13 (Non-Refuse Secondary Fires), the Committee observed that, unlike in previous years, there was no increase in incident levels during Q1 and asked whether the reasons for this were known. JH noted that this may be attributable to the increase in wildfires which are reported separately, rather than any preventative based activities. CF reminded the Committee that incident levels were affected by weather patterns and noted that Q1 reported an above average rainfall.

10.1.4 In regard to KPI30 (Assist Other Agencies), the Committee queried the lack of statistical significance recorded and whether this indicator should be rebased. CF advised that there had been no change to the guidance used by the Service, which was the same as NHS England. CF noted that the Service should not redraw the mean unless there was a fundamental change to the system itself. Although there is no direction of travel assigned to this indicator, the Service would continue to consistently record incident levels.

## OFFICIAL

- 10.1.5 Brief discussion took place on the potential implications for the Service should incident levels for assisting other agencies continue to increase. It was noted that the Service needed more understanding on the level of demand and impact on the prevention agenda.
- 10.1.6 In regard to KPI14 (Median Response Time to Life Risk Incidents), the Committee commented on their desire for greater understanding on response times and availability and the definition of life risk incidents.
- 10.1.7 In regard to KPI15 (Median Call Handling Time for Life Risk Incidents), the Committee commented on the increased times which could be attributed to UFAS incidents. As such, the Service need to explore and evidence this as it is a positive position.

*(K Darwent left the meeting at 1215 hrs)*

- 10.1.8 In regard to KPI16 (On Call 1<sup>st</sup> Appliance Availability), the Committee commented on the recent contract changes and noted that there was still a decline in availability levels. AW advised that the Service required time to understand the impact of these changes. AW noted that the challenges were similar to other national and international services.

- 10.1.9 **The Committee scrutinised the report.**

*(C Fitzpatrick left the meeting at 1219 hrs.)*

## 11 SERVICE DELIVERY RISK REGISTER

### 11.1 Committee Aligned Directorate Risks

- 11.1.1 AW presented a report to the Committee containing the identified Directorate risks and controls aligned to the business of the Committee. The following key points were highlighted:

- Some information within the report was outdated. This was due to the sequencing of internal updating processes and Committee reporting. Commitment was given to improve future reporting and alignment to Committee needs.

- 11.1.2 The Committee highlighted concerns about their ability to review and scrutinise the information provided in the risk report and requested assurance that this issue would be addressed before the next meeting.

- 11.1.3 With regard to the 3 new risks, the Committee expressed surprise that these issues had not been addressed previously. AW reminded the Committee that the business continuity risk specifically related to an electronic system rather than the plans themselves.

- 11.1.4 The Committee commented on the need to fully articulate control actions to help understand and assess risk mitigations.

- 11.1.5 The Committee commented on risk scoring and the need for clearer differentiation between risks of varying impact. The Committee agreed to revisit the risk register format and consider deep dives into selected risks at future meetings.

- 11.1.6 It was agreed that the Committee Chair, AW and SO'D would discuss risk reporting further outwith the meeting.

**ACTION: AW/SO'D/TW**

- 11.1.7 **The Committee scrutinised the report.**

**12 FORWARD PLANNING**

**12.1 Committee Forward Plan**

12.1.1 The Committee noted the forward plan. It was noted that the SFRS Compliments and Complaints report would be submitted to the next meeting and consideration would be given to future risk spotlights.

**12.2 Items for Consideration at Future Integrated Governance Forum, Board and Strategy/Information and Development Day Meetings**

12.2.1 No items were identified:

**13 REVIEW OF ACTIONS**

13.1 CC confirmed that there was one formal action arising during the meeting.

**14 DATE OF NEXT MEETING**

14.1 The next meeting is scheduled to take place on Tuesday 24 February 2026.

14.2 There being no further matters to discuss, the public meeting closed at 1237 hours.