

11 December 2025

Version 1.0: 16/12/2025

TO ALL MEMBERS OF THE SCOTTISH FIRE AND RESCUE SERVICE

Dear Member

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

Date: Thursday 18 December 2025

Time: 1000 hours

Venue: Virtual (MS Teams)

The business for the meeting is detailed overleaf.

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

Yours sincerely

KIRSTY DARWENT

Kirsty L. Danvent

Chair



PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE THURSDAY 18 DECEMBER 2025 @ 1000 HOURS VIRTUAL (MS TEAMS)

AGENDA

- 1 CHAIR'S WELCOME
- 2 APOLOGIES FOR ABSENCE
- 3 CONSIDERATION OF AND DECISION ON ANY ITEMS TO BE TAKEN IN PRIVATE
- 4 DECLARATION OF INTERESTS

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

- 5 MINUTES OF PREVIOUS MEETINGS:
- 5.1 Thursday 30 October 2025 (attached)

K Darwent

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

6 ACTION LOG (attached)

Board Support

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

7 **DECISION LOG** (attached)

Board Support

The Board is asked to note the Decision Log.

8 CHAIR'S REPORT (attached)

K Darwent

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

9 S Stevens CHIEF OFFICER'S REPORT (attached) The Board is asked to note the Chief Officer's Report. **COMMITTEE REPORTS** 10 The Board is asked to note the following updates: Strategic Planning and Change Committee S Ballingall Minutes of Meeting 6 November (attached) 10.2 Audit & Risk Assurance Committee B Baverstock Draft Minutes of Meeting: 23 October 2025 (attached) 10.3 **People Committee:** M Wylie Verbal Update of Meeting 11 December 2025 (verbal) Service Delivery Committee: 10.4 T Wright Draft Minutes of Meeting:25 November 2025 (attached) Reform Collaboration Group 10.5 Reform Collaboration Group Main Board (verbal) K Darwent PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY 11 M McAteer PERFORMANCE 2025/26 Q2 (attached) The Board is asked to scrutinise the report. THREE-YEAR DELIVERY PLAN 2025-28: QUARTER 2 2025/26 12 M McAteer PROGRESS REPORT (attached) The Board is asked to scrutinise the report. 13 SFRS ANTI FRAUD AND CORRUPTION POLICY (attached) D Stanfield The Board is asked to approve the report. 14 **RESOURCE BUDGET MONITORING REPORT** (attached) D Stanfield The Board is asked to scrutinise the report. 15 **CAPITAL BUDGET MONITORING REPORT** (attached) D Stanfield The Board is asked to scrutinise the report. 16 RISK THEMES (verbal) K Darwent The Board is asked to reflect on any risk themes identified during this meeting. FORWARD PLAN (attached) 17 **Board Support**

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

The Board is asked to note the update.

18 DATE OF NEXT MEETING

The next formal meeting will be held on Thursday 26 March 2026.

Report for Information Only

• Safety and Assurance Annual Report 2024/25 (attached)

PRIVATE SESSION

19 MINUTES OF PREVIOUS PRIVATE MEETING:

19.1 **Thursday 30 October 2025** (attached)

K Darwent

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

20 PRIVATE ACTION LOG (attached)

Board Support

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

21 JENNERS INVESTIGATION UPDATE (attached)

A Watt

The Board is asked to approve the report.

22 UPDATE ON CLAIM AGAINST SYSTEL (attached)

S O'Donnell A Narsapur

The Board is asked to approve the report.

23 SERVICE DELIVERY REVIEW: CRITICAL PATH AND KEY DELIVERABLES (attached)

A Watt

This report is for information only.

Agenda Item 5



PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 30 OCTOBER 2025 @ 1000 HRS

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

PRESENT:

Kirsty Darwent, Chair (KD) Stuart Ballingall (SJB) Angiolina Foster (AF) Therese O'Donnell (TO'D) Andrew Smith (AS) Tim Wright (TW) Paul Stollard, Deputy Chair (PS) Brian Baverstock (BB) Neil Mapes (NM)

Malcolm Payton (MP)
Madeline Smith (MS)
Mhairi Wylie (MW)

IN ATTENDANCE:

Stuart Stevens (SS) Chief Officer

Sarah O'Donnell (SO'D) Deputy Chief Officer (Corporate Services)

Andy Watt (AW) Deputy Chief Officer

Craig McGoldrick (CMcG) Assistant Chief Officer, Director of Training, Safety and Assurance Mark McAteer (MMcA) Director of Strategic Planning, Performance and Communications

Deborah Stanfield (DS) Interim Director of Finance and Contractual Services

Tommy Yule (TY) Audit Scotland (Item 22 only)
Alan Duncan (AD) Accounting Manager (Item 22 only)

Christopher Casey (CC) Group Commander, Board Support Manager Heather Greig (HG) Executive Officer Board Support/Minutes

OBSERVERS:

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

1 CHAIR'S WELCOME

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

2 APOLOGIES

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

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

- 3.1 The Board agreed that the *Draft Private Minutes, Private Action Log, item 22 Draft Annual Report and Accounts 2024/25* and *item 23 Update On Settlement For The Truck Cartel Claims* would be taken in private due to the confidential nature of the issue (Standing Order 9G) (item 22) and being the subject of legal proceedings (Standing Order 9D) (item 23).
- 3.2 No further items were identified.

4 DECLARATION OF INTERESTS

- 4.1 For transparency, the following standing declarations of interests were recorded:
 - Madeline Smith, Board Member of Scottish Ambulance Service
 - Paul Stollard, Chair of Board of Institute of Fire Engineers
- 4.2 There were no other declarations or conflict of interests made.

5 MINUTES OF PREVIOUS MEETINGS:

- 5.1 **Thursday 28 August 2025**
- 5.1.1 The minutes were agreed as an accurate record of the meeting.
- 5.1.2 The minutes of the meeting held on 28 August 2025 were approved as a true record of the meeting.
- 5.2 **Matters Arising**
- 5.2.1 There were no matters arising.
- 6 ACTION LOG
- 6.1 The Board considered the action log and noted the updates.
- 6.2 Members noted the updated Action Log and approved the removal of completed actions.

7 DECISION LOG

- 7.1 The Board considered the Decision Log noting the impact assessments provided for decisions made 12 months ago.
- 7.2 Members noted the updated Decision Log.

8 CHAIR'S REPORT

- 8.1 KD presented the Chair's Update report which noted events that had occurred since the Board meeting held on 28 August 2025 and highlighted the following:
 - Number of local authority meetings with Chief Executive's, noting the many challenges shared, the amount of local collaborative work and innovative ways of working being delivered.
 - Meeting with Minister for Victims and Community Safety and Sponsor Unit, highlighting the budgetary needs and ambitions for the Service going forward, along with the demands being faced.
 - Long Service Good Conduct (LSGC) at Dunfermline which included a large number of recipients of Chief Officer's commendations for heroic action that had been taken.
- 8.2 The Board noted the report and verbal update.

9 CHIEF OFFICER'S REPORT

- 9.1 SS presented the Chief Officer's report noting events which had occurred since the Board meeting held on 28 August 2025 and highlighted the following:
 - A parliamentary debate had taken place in relation to Scotland's fire service which suggested the Service was in crisis. SS assured the Board (and staff and

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

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

10 COMMITTEE UPDATES

- 10.1 Strategic Planning and Change Committee (SPCC)
- 10.1.1 SJB reported that the Committee had not held a public meeting since the last Board meeting. A potential workshop to discuss the People and Finance project did not go ahead however would be discussed at the next week on 6 November 2025.
- 10.1.2 The Board noted the verbal update.

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 <u>Draft Minutes of Meeting: 23 October 2025</u>

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

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

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

10.2.2 The Board noted the draft minutes and verbal update.

(CMcG joined the meeting at 1018 hrs.)

10.3 **People Committee (PC)**

10.3.1 <u>Workshop: 21 October 2025</u>

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

10.3.2 Draft Minutes of Meeting: 11 September 2025

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

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

ACTION: SO'D

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

10.4 Service Delivery Committee (SDC)

10.4.1 <u>Draft Minutes of Meeting: 21 August 2025</u>

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

- 10.4.2 TW reported a slight anomaly in the performance reporting as it transferred from the previous reporting format to a new format, however anticipated this would be resolved for the next meeting.
- 10.4.3 The Board noted the draft minutes and verbal update.

10.5 Reform Collaboration Group (RCG)

- 10.5.1 KD noted that no formal RCG meeting had been held since the previous Board meeting, noting the slight delay in meeting schedule. Scottish Ambulance Service had taken over the chairing and administration role for this group and had advised that work was ongoing to arrange the next meeting.
- 10.5.2 MMcA advised that the RCG Officers Group had a potential meeting with the Cabinet Secretary scheduled for 26 February 2026 and this was waiting to be confirmed.
- 10.5.3 The Board noted the verbal update.

11 BOARD FORWARD PLAN SCHEDULE 2026/27

- 11.1 MMcA presented the Board forward plan meeting schedule for 2026/27 which was produced to align with the organisation's planning and reporting cycle however recognised the challenges this created but that work would continue to try and improve this going forward.
- MMcA advised of the 6 week cycle to capture and assure the data required for reporting which on occasion could lead to a delay in the reporting cycle. It was noted that a new system (Fire and Rescue Data Platform (FaRDaP)) would go live over the next few months to replace the current Incident Reporting System and it was anticipated that this would assist with data gathering.
- To keep with the Digital First approach, once the schedule was approved virtual/in person Board and Committee meetings would be determined as appropriate and publicised in advance on the SFRS website.
- 11.4 The Chair advised that once the schedule had been issued consideration would be given to holding some Board meetings in different locations across Scotland.
- The Board queried what the planning cycle looked like and how the different elements tied together and subsequently related to this meeting schedule. MMcA advised that the 10 year, 3 year and annual cycles had been considered and would be discussed at the next SPCC and with the wider Board as to how this could be taken forward for future years.
- The Chair proposed that a larger calendar detailing where we are in terms of local plans, corporate plans etc over the next 5 years or so would be helpful for the Board and SLT to discuss how everything fits together and help to inform future meeting cycles.
- 11.7 AW recognised some flexibility in the meeting schedule would be useful however was mindful that the remit of the SPCC included the change element as well as the strategic planning element and cognisance would be needed of any potential significant change activity within the organisation.

- In order to develop the schedule and approach needed the Chair proposed that meeting dates and planning/reporting cycles be considered earlier next year.
- 11.9 The Board approved the proposed schedule of meetings for 2026-27 along with the arrangements for reviewing these.

12 ANNUAL PROCUREMENT REPORT 2024/25

- DS presented the Annual Procurement Report for the period 1 April 2024 31 March 2025, which the Scottish Fire and Rescue Service (SFRS) is required to prepare and publish under the requirements of the Procurement Reform (Scotland) Act 2014. The following key points were highlighted:
 - 44 regulated procurements rewarded during the year with a total estimated value of just over £136million.
 - Spend through existing contracts amounted to c.£94.62million representing almost 97% of total in scope spend.
 - Non contract spend was £3.2million continuing a trend of reduction of the last seven years.
 - The procurement team continues to promote sustainability and community work practises, and all relevant contracts demonstrated community benefits including local employment, training, apprenticeships, quality and contributions to local projects and would look to improve on this going forward.
 - Contract management and cyber security are critical areas of ongoing improvement.
- DS advised that over the past six years Scotland's spend as a percentage of third party spend has ranged from just under 41% to just over 47% with the current figure at 41.12%. Small and medium-sized enterprises (SME) spend has ranged from approximately 30% to 36%, with the current year at 31%. There are no statutory targets for Scottish SME as procurement legislation prohibits awarding contracts based solely on location. We do leverage the Community benefits requirement to support local economic and social values.
- 12.3 With regards resourcing of the procurement team, it was noted that although the structure supported 10 posts, 5 were currently vacant. Recruitment was underway, however, proving challenging to appoint the specialist skills required in this area. In the interim, an external supplier was being used to supplement the team and a funding letter for additional resources had been submitted. However, due to the competitive nature of procurement professionals in Scotland, the Service were exploring an alternative model.
- 12.4 DS confirmed that understanding supply chain carbon reductions was a strategic priority and the Carbon Management Plan 2025-30 would set out the organisation's approach to measuring emissions, including supply chain impacts. Work would be undertaken to provide a comprehensive breakdown of supply chain emissions and brought forward for the Board's awareness in due course.
- 12.5 With regards benchmarking/external recognition, DS noted the procurement team was routinely assessed through the procurement and commercial improvement programme and a self-assessment was currently planned. The strong track record, external recognition of the organisation, alignment with Scottish Government best practice and the regulatory reviews undertaken was further noted.
- DS advised that a Service Level Agreement was in place to support partnership and collaboration opportunities with the outsourcing of projects to supplement the team being part of that, actively engaged with the National Fire Chief's Council (NFCC) and other blue light partners to identify opportunities for joint procurements and seek to maximise use of existing contracts and frameworks.

- 12.7 The Board noted interest in future reports detailing the level of collaborative contracts achieved through collaboration work, queried if there were opportunities within the team or partners to address the resourcing concerns and the challenges in addressing actions within the Internal Audit recommendations. DS confirmed the opportunities for development within the existing team and the different models being explored. SS agreed that procurement through collaboration with partners was an area that could be shared, and the ongoing use of collaborative frameworks and contracts demonstrated this and was continually reviewed.
- 12.8 The Board noted the challenges with procurement in terms of individuals with the required skills, the limited pool available, salary levels etc and that discussions with Scottish Government around this would continue.
- 12.9 MMcA advised that the RCG prioritisation exercise raised issues around procurement and recognised the mutual interest across the 3 organisations and would be discussed at the next meeting.
- 12.10 In terms of non-contract spend, DS was unaware of instances of large spend off contract, however highlighted the focused effort to drive it down and the targeted improvement in that area.
- 12.11 The Board referred to the 2 main elements of procurement being the compliance element and the strategic element and considered it would be helpful if future reports highlighted more detail around the strategic element such as areas the procurement exercise aspired to achieve, how it linked back to the SFRS Strategy, any targets that were set and what information was recorded.
- 12.12 Discussions took place on improving and monitoring SME spend, evidencing Service spend (GVA), potential setting of strategic ambition and demonstrating against strategic objectives, how strategic objectives may influence recruitment policies.
- 12.13 The Board commented that the community benefits section feels thin and suggested more ambition and clearer data on local impact, including how benefits are distributed across regions and alignment with local authority priorities within future reports.
- The Board commented on the short timescale for payment of invoices and it was noted that this was an aspirational timescale set by Scottish Government.
- 12.15 It was noted that within Appendix B, the People table had been duplicated.
- 12.16 It was agreed that detailed scrutiny of the procurement report should be undertaken by the Audit and Risk Assurance Committee in future, with a summary being brought to the Board.
- 12.17 The Board approved the Annual Procurement Report, with several recommendations for changes to future reports.

13 RESOURCE BUDGET MONITORING SEPTEMBER 2025

- DS presented a report advising the Board of the resource budget position for the period ending 30 September 2025. DS outlined the analysis of the financial position and referred Members to Appendix A of the report, which identified the current resource position showing an overspend of £2.493 million and a forecast year-end underspend of £2.556 million. The following key points were highlighted:
 - NJC pay settlement has resulted in a £0.400 million increased budget pressure however the Service is seeking a budget uplift from Scottish Government.
 - Overtime costs, particularly within specialist skills, were identified as a primary factor.
 - Reduction in Operations Control overtime due to vacancies and delayed recruitment.

- On-call staffing showed a year-to-date overspend of just over £1.3 million, mainly due to exceptional wildfire activity.
- Support staff costs were challenging due to difficulties in achieving the vacancy factor, with some areas experiencing high vacancy rates (eg procurement and digital teams).
- Property costs were also overspent by £500,000, with 70% of the budget already committed.
- Contingency fund (£0.732 million) was under review for deployment to mitigate emerging risks.
- Communications were issued to staff to restrict all non-essential spend, and budget holders were reminded of their responsibilities.
- The Board sought clarification on the overspend in support staff, questioning the relationship between vacancy rates and overspend. DS explained that while some areas had high vacancies, others did not, and the labour market was tightening, making it harder to achieve the planned vacancy factor. The Board requested more detailed information on the distribution of vacancies and their impact, referencing a previous detailed list of cost-saving actions from two years prior. A similar breakdown to understand current efforts to balance the budget was also requested.

ACTION: DS

- The Board commented on the governance route and suggested that the Strategic Leadership Team (SLT) should be actioning this report rather than just noting/scrutinising. SS noted the comments and offered his assurance that the SLT Action/Decision Log would fully capture the actions being taken.
- 13.4 The Board requested clarification on the "overtime group shortages". AW explained that this related to the 5 watch duty system.
- In regard to the cost incurred due to the recent visit of the American President and Vice President, SS confirmed that the Service were in discussions with Scottish Government and were seeking reimbursement. Discussions would also highlight the escalation in cost pressures due to wildfires.
- The Board noted the level of long-term sickness and vacancies in Control and queried the adequacy of current actions. AW confirmed ongoing risk register monitoring and OC enhancement plans, with further meetings scheduled to address long-term solutions and the potential impact of NMS.
- The Board commented on the current and future run rates and sought clarification on the measures being taken. SO'D agreed to discuss and provide further detail off table.

ACTION: SO'D

- In regard to the People, Payroll, Finance and Training (PPFT) project, DS confirmed that the £0.400 million underspend had been allocated to the contingency fund.
- The Board requested a breakdown of property repairs, which were flagged as the highest financial risk, and for more detail on income sources, particularly chargeable events. DS to provide further detail.

ACTION: DS

- 13.10 Brief discussion took place on the Income and the breakdown of same. Due to commercial sensitivities, it was agreed that this would be discussed further in the private session.
- The Board commented on the budgeting for future wildfires, particularly due to the increasing frequency and cost involved, and the need to plan for worst-case scenarios.

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

- AW reminded the Board that there was a financial impact following the introduction of the Decontamination procedures and that analysis was being undertaken to fully understand the financial costs. SS offered his assurance that the Service were taking full cognisance of increasing wildfire activity levels and were building this into budget submission/planning processes.
- 13.13 The Board acknowledged that the Service were facing an uncommon situation in which they may not be able to balance the budget. SS reiterated that discussions would continue with Scottish Government to seek support and the Service would endeavour to reduce the level of overspend by other control measures.
- The Board commented on the financial pressures facing the Service and that staffing costs, through overtime and on-call activity levels, were not predictable. It was noted that this was not common across the public sector and awareness needed to be raised within Scottish Government on this situation. SS advised that this formed part of his discussion with Scottish Government and noted that the complexity with the pension remedy added to the level of uncertainty.
- 13.15 The Board recognised that, despite the projected overspend, the organisation continued to exercise tight financial control, with the overspend representing less than 1% of the total budget.
- 13.16 The Board agreed to revisit the budget position at the next meeting, with further analysis and actions as required.
- 13.17 The Board scrutinised the resource budget position for the period ending 30 September 2025.

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

14 CAPITAL BUDGET MONITORING REPORT

- DS presented a report advising the Board of the actual and committed expenditure against the 2025/26 capital budget position for the period ending 30 September 2025. It was currently anticipated that expenditure of £46.800 million can be achieved. Correction actions would have to be undertaken to spend out the entire budget by 31 March 2026. The following key points were highlighted:
 - Significant risks highlighted across major projects, especially Dalkeith, which had been paused for a cost engineering review to ensure best value and send a clear signal to contractors about expectations for rebuilds. There was a risk that some spend may slip into the next year, with further information expected soon.
 - Alternative project options were being developed and would be presented to the SLT
 to inform decisions on parity of investment. Efforts were underway to accelerate
 improvements to training facilities and decontamination, and to bring forward plans
 and investment in fleet and equipment from next year into the current year.
 - Land sales at Portree, Stewarton, and Huntly are also representing a risk, with close collaboration ongoing with Service Delivery and the Capital Monitoring Group to progress decisions on these sites.
 - Seeking approval of proposed virement of £1.600 million from fleet into equipment.
 - Seeking approval (in principle), given the current uncertainty and potential slippage, for further virements to secure alternative capital spend within the current financial year, up to £4.00 million.

- The Board sought assurance that the proposed virements would not affect the organisation's strategic direction. DS confirmed that the changes would involve bringing forward expenditure from future years' approved programme and not introducing new projects.
- The Board were reminded of the purpose of the Detection, Identification and Monitoring (DIM) vehicles that are used at HazMat or CBRN incidents. Consideration to be given to schedule a future strategy day to demonstrate the equipment and provide a greater understanding.
- 14.4 The Board noted and welcomed the pausing of works at Dalkeith as this demonstrated a level of maturity and competence within the Service.
- 14.5 The Board queried the ability to spend the reallocated budget within the current year, and DS confirmed confidence in the pipeline of ready-to-go projects.
- 14.6 The Board requested an update on the Portree and the Community Resilience Hub project. DS agreed to provide a fuller update on Portree, including backup plans should land acquisition issues persist.

ACTION: DS

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- 14.7 The Board queried the statement on the absence of a budget for disposal of nonoperational vehicles and properties. DS clarified this was a matter of terminology and confirmed there were no plans for additional receipts in this area.
- 14.8 The Board approved the proposed virements and the further slippage environment, noting the strategic alignment and readiness to reallocate funds as needed.
- 14.9 The Board scrutinised the level of actual and committed capital expenditure for the period ending 30 September 2025.
- 15 RESOURCE BUDGET OUTTURN REPORT 2024/25
- DS presented a report to the Board advising the final Resource Budget position for the financial year 2024/2025, highlighting the following key points:
 - Final underspend of £0.259million against revised resource budget of c.£315million.
 - Employee costs overspent by £0.200million, driven by pressures and time on support staff, partially offset by an underspend of £0.355million on Control staff.
 - Other employee costs were underspent by c.£1.6million.
 - Property costs overspent by £3million, reflecting increased repairs, maintenance, utilities and storm damage during the year.
 - Savings against budgetary targets increased to just over £11million.
- The Board queried if the outturn report could be submitted to the Board earlier in the year, noting the comparison in practice to other organisations seemed quite late in the annual cycle. SO'D advised that the reason for bringing at this point in the year was to link it to the annual report and accounts and provide some correlation of the figures and also to capture any audit changes etc. However, a draft version could be provided earlier in the year with a caveat that it may be subject to change and this would be considered going forward.
- 15.3 SS noted his gratitude to all involved, particularly the finance team in bringing the budget in under spend.
- 15.4 The Board scrutinised the report.

16 CAPITAL BUDGET OUTTURN REPORT 2024/25

- DS presented a report advising the Board of the final Capital Budget position for the financial year 2024/25, highlighting the following key points:
 - Final spend was £43.545million, £0.030million below the revised budget.
- Significant record of delivery within the capital programme.
 - Summary of capital spend and where investments had been directed across the organisation throughout the year.
- The Board queried the £5million virement in relation to digital and technology. SO'D confirmed this was due to the procurement and implementation of the new mobilising system during the reporting period.
- The Board recognised the significant accomplishment in the allocated budget being spent.
- 16.5 The Board scrutinised the report.

17 RISK THEMES

- 17.1 There were no new or emerging risks identified during this meeting.
- 17.2 The Board flagged the ongoing concern around the budget however as this was already a risk on the risk register no further action was required at this point.
- 17.3 The Board highlighted the risk score around the Operations Control risk and requested that the risk correctly reflected that some aspects of the On Call improvement work was not being delivered. This would be verified and reported on as appropriate.

18 FORWARD PLAN

- 18.1 The Forward Plan was noted and would be kept under review and subject to change.
- 18.2 Report for Information
- 18.2.1 Anthony Nolan Annual Report
- 18.2.2 The Board commended the Anthony Nolan report and the ongoing work of those that help to organise and manage the trust and the incredible benefits it makes to people's lives.

19 DATE OF NEXT MEETING

- 19.1 A special public Board meeting is scheduled to take place on Monday 1 December 2025.
- 19.2 The next public meeting of the Board is scheduled to take place on Thursday 18 December 2025.
- 19.3 There being no further matters to discuss in public, the meeting closed at 1212 hrs.

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

PRIVATE SESSION

20 MINUTES OF PREVIOUS PRIVATE MEETINGS:

- 20.1 **Thursday 28 August 2025**
- 20.1.1 The minutes were agreed as an accurate record of the meeting.
- 20.2 <u>Matters Arising</u>
- 20.2.1 There were no matters arising.

- 21 PRIVATE ACTION LOG
- 21.1 The Board considered the action log and noted the updates.
- 21.2 Members noted the updated private Action Log and approved the removal of completed actions.
- 22 DRAFT ANNUAL REPORT AND ACCOUNTS 2024/25
- 22.1 DS presented the Draft Annual Report and Accounts for 2024/25 and introduced AD who summarised the organisation's activities and financial performance for the year ended 31 March 2025. The report was required by the governance and accountability framework, Scottish Public Finance Manual, Financial Reporting Manual, and the Fire Scotland Act 2005, and must be laid before Parliament by 31 December 2025.
- 22.2 Subject to minor amendments being made, the Board approved the draft Annual Report and Accounts 2024/25, allowing them to proceed to the signing process and subsequent submission to Scottish Parliament.
- 23 UPDATE ON SETTLEMENT FOR THE TRUCK CARTEL CLAIMS
- DS presented the report to advise the Board of the final settlement of claims pursued under joint Local Government Action in relation to the Truck Cartel and to inform the Board that SFRS would now take steps to update Scottish Government of the outcome.
- 23.2 The Board noted the report.

SFRS BOARD MEETING - ROLLING ACTION LOG



Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 5 actions. A total of 4 of these actions had been completed.

The Board is therefore asked to approve the removal of the 4 actions noted as completed (Blue status), note one action were categorised as Green status and note no actions were categorised as Yellow status on the action log.

Board Me	eting: 30 October 2025					
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
10.3.3	People Committee (PC) – 11 September 2025: The Board queried the gender breakdown in the Station Commander recruitment process, specifically how many female candidates progressed through each stage. SO'D agreed to provide this data.	SO'D	December 2025		November 2025	Complete (18/12/2025): Details of the general breakdown within the Station Commander recruitment process and progression though each stage was circulated via email on 14 November 2025.
13.2	Resource Budget Monitoring September 2025: The Board requested more detailed information on the distribution of vacancies and their impact, referencing a previous detailed list of cost-saving actions from two years prior. Also, a similar breakdown to understand current efforts to balance the budget was also requested.	DS	December 2025		December 2025	Complete (18/12/2025): A detailed briefing paper has been circulated to the Board via email on 16 December 2025.
13.7	Resource Budget Monitoring September 2025: The Board commented on the current and future run rates and sought clarification on the measures being taken. SO'D agreed to discuss and provide further detail off table.	SO'D	December 2025			Update (18/12/2025):

13.9	Resource Budget Monitoring September 2025: The Board requested a breakdown of property repairs, which were flagged as the highest financial risk, and for more detail on income sources, particularly chargeable events.	DS	December 2025	December 2025	 Update (18/12/2025): A detailed briefing paper has been issued to the Board via email on 16 December 2025 and includes: A full breakdown of property repairs, with analysis of areas of highest financial risk. Enhanced detail on income sources, including a specific breakdown of chargeable events.
14.6	Capital Budget Monitoring Report: DS agreed to provide a fuller update on Portree, including backup plans should land acquisition issues persist	DS	December 2025	November 2025	Complete (18/12/2025): A detailed update on the Portree Fire Station project was issued to Board members on 14 November 2025. GWP Architects appointed, planning permission in principle submitted, land purchase progressing for completion by year-end. If land issues persist, backup plans are in place. Project remains on track and Board will be kept updated



SFRS BOARD MEETING DECISION LOG

PURPOSE

Decisions made at the meetings of the Board of the Scottish Fire and Rescue Service (SFRS) are recorded in the minutes of these meetings and published on the SFRS website. This ensures that all decisions of public interest are accurately documented and made available for public scrutiny. The Standing Orders for Meetings of the Board and its Committees state that a decision made by the Board cannot be changed within 6 months, unless the Chair rules that there has been a material change of circumstances.

The attached decision log therefore provides a record of all significant decisions made by the board at its meetings held in the most recent 12 months, and in accordance with Standing Orders, notes the earliest date for reviewing each decision. Further to this and detailed under each decision is a section that will be completed 12 months following the initial decision by the Board to formally reflect the impact each Board decision has had for the organisation.

In summary, the decision log will also ensure there is a means for the Board to keep sight of their recent decisions and the follow up actions put in train, together with the impact assessment, and helps to maintain high standards of corporate governance.

RECOMMENDATION

The Board is invited to note the contents of the decision log.

Minute	Paper	Issue	Decision	Earliest
Ref Mooting D	late: 28 November 2024 (Spec	ial\		Review Date
ITEM 5	UPDATE ON CLAIM AGAINST SYSTEL AND	The Director of Finance and Contractual Services updated the Board on the latest legal	• •	May 2025
	RAISING AN ACTION IN SCOTLAND (PRIVATE)	advice regarding the appeal hearing in France in relation to the claim against Systel and recommended further action in Scotland.	proceedings by drafting the	
		(Davis Data 44/0005): O and a second in second in		

Impact Assessment for Board Decision (Review Date – 11/2025): Court proceedings have been ongoing and an update was provided for Board decision at the 18 December 2025 meeting.

Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Dat	te: 19 December 2024			
ITEM 11	SOCIAL IMPACT PLEDGE	Performance and Communications presented the members of the SFRS Board with three proposed initiatives that would form the basis of	submission as the Scottish Fire and Rescue Service's Social	June 2025

Impact Assessment for Board Decision (Review Date – 12/2025): SFRS submit impact pledges to comply with Scottish Government requirements. We continue to update and resubmit pledges on an ongoing basis to meet the as of Scottish Government.

Minute	Paper	Issue	Decision	Earliest
Ref				Review Date
Meeting D	Date: 30 January 2025 (Special			
ITEM 5	DRAFT SFRS STRATEGY	The Head of Governance, Strategy and	Subject to suggested	July 2025
	2025-2028 FOR	Performance presented a draft SFRS Strategy	amendments, the Board approved	
	CONSULTATION	2025-28 to members of the Board of the	the Draft SFS Strategy 2025-2028	
	(PRIVATE)	Scottish Fire and Rescue Service and	for release for public consultation.	
		requested that is released for public	_	
		consultation.		
Impact As	ssessment for Board Decision	(Review Date - 01/2026):		
-		,		

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	Date: 27 February 2025 (Specia	ıl)		
ITEM 5	BUDGET APPROACH 2025-26 (PRIVATE)	The Director of Finance and Contractual Services presented the Budget Approach 2025/26 to the Board for approval. The report sets out the proposed approach to developing both the Resource and Capital budgets for the forthcoming financial year, within the context of the Scottish Government's budget proposals.	Subject to suggested amendments, the Board approved the Budget Approach 2025-26 and noted that the detailed budget proposals would be presented at the Board meeting on 27 March 2025.	August 2025
Impact As	ssessment for Board Decision	(Review Date – 02/2026):		
ITEM 6	LIABILITY CLAIMS AGAINST SFRS (PRIVATE)	The Director of Finance and Contractual Services presented a report to the Board in relation to two employer's liability claims intimated against the Service.	The Board approved the recommendations in relation to both claims	August 2025
Impact As	ssessment for Board Decision	(Review Date - 01/2026):		

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	ate: 27 March 2025			
ITEM 13	RISK BASED CAPITAL INVESTMENT PLAN 2025	The Director of Finance and Contractual Services presented the Board with the Risk Based Capital Investment Plan 2025 for approval, which sets out a framework of risk decision criteria relative to property, fleet and equipment assets to minimise the risk of failure of service delivery and will inform the Capital Programme for 2025/26 – 2027/28.	Subject to amendment and consideration of the Board's comments, the Board approved the Risk Based Capital Investment Plan 2025.	September 2025
Impact As	sessment for Board Decision	(Review Date - 03/2026):		

ITEM 14	CAPITAL PROGRAMME 2025/26 – 2027/28 ssessment for Board Decision	The Director of Finance and Contractual Services presented the proposed Capital Programme 2025 – 2028 to the Board for approval. Total proposed expenditure over the 3-year period is £155 million, funded by anticipated Capital DEL budget of £141 million and estimated capital receipts of £14 million. (Review Date - 03/2026):	The Board approved the Capital Programme for 2025/26-2027/28.	September 2025
ITEM 15	RESOURCE BUDGET 2025/26	The Director of Finance and Contractual Services presented the proposed Resource Budget for 2025/26 to the Board for approval. It is proposed that the Resource Budget for 2025/25 be set at £337.062 million, in line with funding assumptions set out within the report.	The Board approved the Resource Budget for 2025/26.	September 2025
Impact As	ssessment for Board Decision	(Review Date - 03/2026):		
ITEM 26	LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Director of Finance and Contractual Services provided the SFRS Board with an insurance report seeking authority to settle a legacy asbestos claim.	The Board approved the recommendations.	September 2025

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	Date: 24 April 2025			
ITEM 11	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED MATTERS ssessment for Board Decision	Performance and Communications asked the SFRS Board to approve the proposed amendments outlined in Board and Committee related governance documents, following review, to ensure the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.	Subject to the proposed amendment, the Board approved the reviewed and amended governance related documents of the Board and its Committees	October 2025

ITEM 12	ANNUAL INTERNAL AUDIT PLAN 2025-26 DRAFT ssessment for Board Decision	The Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2025/26. This sets out a timetable of the main reviews of key activities during 2025/26 that are intended to assist in ensuring effective governance and monitoring arrangements within SFRS, which link to the Service's purpose, outcomes and risks. (Review Date - 04/2026):	The Board approved the Internal Audit Plan 2025/26.	October 2025
ITEM 13	PREVENTION STRATEGY	The Director of Prevention, Protection and Preparedness presented the proposed Prevention Strategy to the Board for final approval.	Subject to final amendment, the Board approved the Prevention Strategy.	October 2025

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting D	Pate: 29 May 2025 (Special)			
ITEM 5	SFRS STRATEGY 2025-28 (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented the draft SFRS Strategy 2025-28 to the Board and asked for their approval to the Minister for Victims and Community Safety.	Subject to the proposed amendments, the Board approved the SFRS Strategy 2025-28 and agreed its release to the Minister of Victims and Community Safety.	November 2025
Impact As	sessment for Board Decision	(Review Date - 05/2026):		
ITEM 6	SERVICE DELIVERY REVIEW (SDR) OPTIONS DEVELOPMENT AND APPRAISAL OUTCOME REPORT (PRIVATE)	The Director of Operational Delivery presented the report to detail the Service Delivery Review Options Appraisal and Development Process and seek approval from the Board to proceed to full public consultation.	The Board approved the ODA process that has been undertaken and agree that SFRS should now proceed to full public consultation on the final 23 options.	November 2025
Impact As	sessment for Board Decision	(Review Date - 05/2026):		

Paper	Issue	Decision	Earliest Review Date
ate: 26 June 2025			
ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD	The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2024/25. This is intended to ensure that the SFRS Board continues to develop and improve, to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities.	The Board approved the arrangements for reviewing the effectiveness of the SFRS Board	December 2025
sessment for Board Decision	(Review Date – 06/2026):		
SFRS THREE YEAR DELIVERY PLAN (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented members of the SFRS Board with the SFRS Three-Year Delivery Plan and were asked to approve its publication.	Subject to the proposed amendments, the Board approved the SFRS Three-Year Delivery Plan.	December 2025
sessment for Board Decision	(Review Date – 06/2026):		
LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE (PRIVATE)	The Director of Finance and Contractual Services provided the SFRS Board with an insurance report seeking authority to settle a legacy asbestos claim.	The Board approved the recommendation in relation to the claim.	December 2025
	Ate: 26 June 2025 ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD Sessment for Board Decision SFRS THREE YEAR DELIVERY PLAN (PRIVATE) Sessment for Board Decision LIABILITY CLAIM AGAINST SCOTTISH FIRE	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2024/25. This is intended to ensure that the SFRS Board continues to develop and improve, to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities. SERS THREE YEAR DELIVERY PLAN (PRIVATE) The Director of Strategic Planning, Performance and Communications presented members of the SFRS Board with the SFRS Three-Year Delivery Plan and were asked to approve its publication. SERSEMENT OF BOARD DECISION (Review Date – 06/2026): LIABILITY CLAIM AGAINST SCOTTISH FIRE The Director of Finance and Contractual Services provided the SFRS Board with an	ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD The Director of Strategic Planning, Performance and Communications asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2024/25. This is intended to ensure that the SFRS Board continues to develop and improve, to meet the strategic ask of Ministers contained within the Fire and Rescue Framework for Scotland and the expectations of Scotland's communities. SERS THREE YEAR DELIVERY PLAN (PRIVATE) The Director of Strategic Planning, Performance and Communications presented members of the SFRS Board with the SFRS Three-Year Delivery Plan and were asked to approve its publication. SERS THREE YEAR Three-Year Delivery Plan and were asked to approve its publication. The Director of Finance and Contractual Services provided the SFRS Board with an Frecommendation in relation to the recommendation in relation to the

The Head of Governance, Strategy and Performance presented a report advising that SFRS applied to be part of the Scottish Governments CivTech 10 Programme. The CivTech programme is designed to create digital solutions to public sector problems as quickly and effectively as possible. Applications are assessed, and successful applicants go through a staged process to identify solutions that could also be commercially successful. SFRS had two challenges in the programme, one focused on using technology to improve situational awareness for incident commanders and another focused on how technology can better identify and measure firefighter exposure to contaminants. SFRS have been successful and selected for the final (Pre-Commercial) stage of the programme and are seeking SFRS Board approval to proceed. Impact Assessment for Board Decision (Review Date – 06/2026):	COMMERCIAL AGREEMENT (PCA) PHASE (PRIVATE) Performance presented a report advising that SFRS applied to be part of the Scottish Governments CivTech 10 Programme. The CivTech programme is designed to create digital solutions to public sector problems as quickly and effectively as possible. Applications are assessed, and successful applicants go through a staged process to identify solutions that could also be commercially successful. SFRS had two challenges in the programme, one focused on using technology to improve situational awareness for incident commanders and another focused on how technology can better identify and measure firefighter exposure to contaminants. SFRS have been successful and selected for the final (Pre-Commercial) stage of the programme and are seeking SFRS Board approval to proceed.	support and approval for Challenge 10.1. The Board were supportive of Challenge 10.2, however sought further clarification/assurances prior to final approval a staged process to could also be ul. SFRS had two ramme, one focused on prove situational commanders and w technology can better refighter exposure to ave been successful al (Pre-Commercial) e and are seeking to proceed.	Performance presented a report advising that SFRS applied to be part of the Scottish Governments CivTech 10 Programme. The CivTech programme is designed to create digital solutions to public sector problems as quickly and effectively as possible. Applications are assessed, and successful applicants go through a staged process to identify solutions that could also be commercially successful. SFRS had two challenges in the programme, one focused on using technology to improve situational awareness for incident commanders and another focused on how technology can better identify and measure firefighter exposure to contaminants. SFRS have been successful and selected for the final (Pre-Commercial) stage of the programme and are seeking SFRS Board approval to proceed.	
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Minute Ref	Paper	Issue	Decision	Earliest Review Date	
Meeting [Meeting Date: 31 July 2025 (Special)				
ITEM 5	ANNUAL PERFORMANCE REVIEW REPORT 2024/25 (PRIVATE)	The Director of Strategic Planning, Performance and Communications presented the Board of the Scottish Fire and Rescue Service with the Annual Performance Review Report 2024/25 and asked that it was approved for use at the Annual Performance Review Meeting that is scheduled to take place on 9 September 2025.	Performance Review Report 2024/25 and agreed its release to	December 2025	
Impact As	mpact Assessment for Board Decision (Review Date – 07/2026):				

ITEM 6	CIVTECH 10.2 – PRE- COMMERCIAL AGREEMENT (PCA) PHASE (PRIVATE)	On behalf of the Head of Governance, Strategy and Performance a report was presented seeking approval, as part of the CivTech 10 Innovation programme, SFRS are intending to enter into a joint venture to further develop an innovative solution for the identification and monitoring of firefighter exposure to contaminants.	The Board approved the match funding and Civ Tech Fee. The Board approved the joint venture in FireHazResearch with SFRS staff being appointed as Directors of that company.	December 2025
Impact As	ssessment for Board Decisior	n (Review Date – 07/2026):		

Performance and Communications asked the SFRS Board to approve a proposal setting out a meetings schedule for the Board and its Committees and Board Forward Plan until March 2027. These set out the Board's	Earliest Review Date
Performance and Communications asked the SFRS Board to approve a proposal setting out a meetings schedule for the Board and its Committees and Board Forward Plan until March 2027. These set out the Board's	
programme of scrutiny and key decisions for 2026-27, while also taking into account the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	April 2026

ITEM 12	ANNUAL PERFORMANCE REVIEW REPORT 2024/25 (PRIVATE)	The Interim Director of Finance and Contractual Services presented the Annual Procurement Report for the period 1 April 2024 – 31 March 2025, as required under the Procurement Reform (Scotland) 2014	The Board approved the Annual Procurement Report for the period 1 April 2024 – 31 March 2025, with several recommendations for changes to future reports.	April 2026
Impact As	sessment for Board Decision	(Review Date – 10/2026):		
ITEM 14	CAPITAL MONITORING REPORT 2025/26 – SEPTEMBER 2025	The Interim Director of Finance and Contractual Services advised the Board of actual and committed expenditure against the 2025/26 capital budget for the period ending 30 September 2025 and sought approval for the budget virements in section 3.5.	The Board approved the proposed virements and the further slippage environment, noting the strategic alignment and readiness to reallocate funds as needed.	April 2026
Impact As	sessment for Board Decision	(Review Date – 10/2026):		
ITEM 22	DRAFT ANNUAL REPORT AND ACCOUNTS 2024/25 (PRIVATE)	The Interim Director of Finance and Contractual Services presented the Draft Annual Report and Accounts for the year ended 31 March 2025. The document reports that the Resource budget underspent by £0.271 million, the Capital budget was on budget and the Capital budget for Right of Use assets was underspent by £0.030 million.	Subject to minor amendment, the Board approved the Annual Report and Accounts 2024/25 and authorised the Accountable Officer to sign and submit on behalf of the Service.	April 2026
Impact As	ssessment for Board Decision			

THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE THURSDAY 18 DECEMBER 2025

CHAIR'S UPDATE: NOVEMBER-DECEMBER 2025

Tuesday 4 November 2025

Meeting with Richard Whetton and Chris Casey Meeting with CO Stuart Stevens Partnership Advisory Group

Thursday 6 November 2025

Meeting with CO Stuart Stevens

Monday 10 November 2025

Regular meeting with Don McGillivray, Director of Safer Communities and CO Stuart Stevens Regular 1:1 meeting with Don McGillivray, Director of Safer Communities

Wednesday 12 November 2025

Criminal Justice Committee
Regular Chair/Board Support Team meeting
Meeting with Maureen Rooney, Deputy Director for Safer Communities

Tuesday 18 November 2025

Strategic Planning and Development Workshop

Wednesday 19 November 2025

Strategic Planning and Development Workshop

Tuesday 25 November 2025

Service Delivery Committee

Thursday 27 November 2025

Board Strategy Day Meeting with Mhairi Wylie

Monday 1 December 2025

Meeting with CO Stuart Stevens and Mhairi Wylie, Deputy Chair Meeting with DCO Sarah O'Donnell

Thursday 4 December 2025

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

Monday 8 December 2025

Meeting with CO Stuart Stevens SFRS Board Pre-Agenda

Wednesday 10 December 2025

Regular Chair/Board Support Team meeting

Thursday 11 December 2025

Remuneration, Appointments and Nominations Sub Committee People Committee

Monday 15 December 2025

National Joint Council Meeting with Mhairi Wylie

Wednesday 17 December 2025

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

Thursday 18 December 2025

SFRS Board meeting

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

THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE THURSDAY 18 DECEMBER 2025

Agenda Item 9

CHIEF OFFICER'S UPDATE: NOVEMBER-DECEMBER 2025

Monday 3 November 2025

Regular Meeting with HMFSI Chief Inspector Weekly PA catch up

Tuesday 4 November 2025

Chief & Chair Catch up
Partnership Advisory Group
Meeting with I McKee MSP and S Brown MSP
Meeting with B Baverstock

Wednesday 5 November 2025

Regular CO & DCO Catch up Strategic Leadership Team (SLT) Criminal Justice Committee planning meeting Comms Video

Thursday 6 November 2025

Fire Bridge Union (FBU) meeting Chief & Chair Catch up

Friday 7 November 2025

Wildfire meeting National Fire Chief Council (NFCC) Meeting with FRSA, Inverness Long Service Good Conduct Event, Inverness

Monday 10 November 2025

NFCC Trustee Induction Training Regular meeting with Don McGillivray, Director of Safer Communities and Kirsty Darwent, Chair SLT Pre-agenda

Criminal Justice Committee planning meeting

Tuesday 11 November 2025

NFCC Chief Fire Officer (CFO) Meeting Weekly PA catch up

Wednesday 12 November 2025

Chief Officer and Deputy Chief Officer Catch up (x2)
Criminal Justice Committee

Thursday 13 November 2025

Weekly PA catch up National Employers meeting

Friday 14 November 2025

Regular CO & DCO Catch up
Long Service Good Conduct Event, Cambuslang

Monday 17 November 2025

SLT meeting

Tuesday 18 November 2025

Strategic Planning and Development Workshop

Wednesday 19 November 2025

Strategic Planning and Development Workshop

Thursday 20 November 2025

Weekly PA catch up Meeting with M MacDonald, Director of MSHB Legal Services Regular Director 1:1

Friday 21 November 2025

Visit to MacDonald Road (Blue Watch)

Monday 24 - Tuesday 25 November 2025

NFCC Council Meeting SFRS Board Strategy Day pre-meeting

Wednesday 26 - Thursday 27 November 2025

National Joint Council – Advisory Workshop SFRS Board Strategy Day

Friday 28 November 2025

Annual Leave

Monday 1 December 2025

Regular Chief, Chair and Deputy Chair Catch up Meeting with National DEMM Rep Meeting with BDO, Internal Auditors

Tuesday 2 December 2025

SLT meeting

Wednesday 3 December 2025

Strategic Management Development Day

Thursday 4 December 2025

SLT Pre-Agenda Meeting
Regular Meeting with Deputy Director of Safer Communities

Friday 5 December 2025

Annual Leave

Monday 8 December 2025

Regular Chief & Chair Catch up SFRS Board Pre-Agenda meeting Meeting with P McNeill, MSP Regular Meeting with HMFSI Chief Inspector

Tuesday 9 December 2025

NFCC CFO Meeting Meeting with S Dowey, MSP Regular CO & DCO Catch up

Version 0.1: 03/12/2025

Wednesday 10 December 2025

NFCC Trustee Induction Training Horizon Scanning & Alignment/Progress Session

Thursday 11 December 2025

Remuneration, Appointments and Nominations Sub Committee Criminal Justice Board

Friday 12 December 2025

Technical Reading

Monday 15 December 2025

National Employers meeting

Tuesday 16 December 2025

SLT meeting

Wednesday 17 December 2025

Meeting with Minister for Victims & Community Safety and K Darwent, Chair NFCC Trustees Board Meeting

Thursday 18 December 2025

SFRS Board meeting

Friday 19 December 2025

Annual Leave

Monday 22 - Wednesday 31 December 2025

Annual Leave

Version 0.1: 03/12/2025



Agenda Item 10.1

PUBLIC MEETING - STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 6 NOVEMBER 2025 @ 1000HRS

BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS, WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES

PRESENT:

Angiolina Foster (AF), T/Chair Therese O'Donnell (TO'D)

Paul Stollard (PS) Tim Wright (TW)

IN ATTENDANCE:

Andy Watt (AW) Deputy Chief Officer

Sarah O'Donnell (SO'D) Deputy Chief Officer (Corporate Services)

Mark McAteer (MMcA) Director of Strategic Planning, Performance and Communications

Curtis Montgomery (CM) Head of Portfolio Office

Heather Martin (HM)

Centre of Excellence Manager
ljaz Bashir (IB)

Head of Asset Management

Lynne McGeough (LMcG) Head of Finance and Procurement (Item 17 only)

William Lindsay (WL) Decision Support Manager (Item 17 only)

Lyndsey Gaja (LG) Head of People (Item 18 only)
Paul McGovern (PMcG) Programme Manager (Item 18 only)

Amanda Jamieson (AJ) Snr. Business Analyst (SSRP) (Item 18 only)

Jon Henderson (JH) Director of Prevention (Item 19 only)
Clare Adams (CA) NMS Programme Director (Item 19 only)

Christopher Casey (CC) Board Support Manager

Heather Greig (HG)

Board Support Executive Officer

Margaret Kyle (MK) Minutes

OBSERVERS:

Brian Baverstock, Board Member

Scott MacRory, Fire Brigades Union (FBU)

1 CHAIR'S WELCOME

1.1 AF opened the meeting, advising that Stuart Ballingall (SJB) could not attend due to other commitments, therefore she would Chair the meeting instead. AF reported having taken SJB's thoughts on some of today's papers and would share later in the meeting. AF welcomed Scott MacRory, FBU, and Brian Baverstock both observers participating via MS Teams.

2 APOLOGIES FOR ABSENCE

2.1 Stuart Ballingall (SJB), Chair
Deborah Stanfield (DS), Interim Director of Finance and Contractual Services
Craig McGoldrick (CMcG), Director of Training, Safety & Assurance

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

3.1 With the exception of the draft minute from the previous private meeting and private action log, there were no other items identified.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS MEETING: 29 JULY 2025

- 5.1 The minutes of the previous meeting were agreed as an accurate record.
- 5.1.1 The minutes of the meeting held on 29 July 2025 were approved as a true record of the meeting.

5.2 **MATTERS ARISING**

5.2.1 There were no matters arising.

6 ACTION LOG

6.1 CC presented Strategic Planning and Change Committee (SPCC) Rolling Action Log for consideration. The Committee were asked to review and approve the removal of 3 actions noted as complete, note 1 action categorised as green status, and note 2 actions categorised as yellow status. It was noted that the recurring theme of delays was due to capacity issues within teams.

6.1.1 Agenda Item 8.2.3 Closing Report – Web/iHub Design Project (07/11/2024):

- 6.1.2 The Committee questioned the value of continuing with Action 8.2.3 which had been ongoing for some time and suggested this be handled internally rather than returning to this Committee.
- 6.1.3 CM emphasised the importance of tracking benefits and conducting lessons learned for future projects. CM advised delays were associated with the Service Delivery Review (SDR) and ongoing absences.
- 6.1.4 MMcA considered there was value in continuing this work as the exercise itself was useful for internal purposes.
- 6.1.5 MMcA and CM would liaise with Marysia Waters, Head of Communication and Engagement to ensure lessons learned from the web design evaluation were complete and would only bring back to this Committee should something of significance arise.
- 6.1.6 TO'D sought assurance that the staffing concerns within the communications team was now resolved and that the team was back to full complement. AW acknowledged current vacancy and workload challenges within the team, particularly due to SDR public consultations but noted this was being treated as a priority.
- 6.1.7 The Committee agreed that action 8.2.3 would be managed internally and not referred back to this Committee unless specifically required. This action would now be closed.
- 6.1.8 The Committee noted the updated Action Log and approved the removal of completed actions.

7 PLANNING /STRATEGY

7.1 Strategic and Financial Planning Process

7.1.1 MMcA introduced the long-term planning strategy, emphasising the need to align the Service's 10-year vision, 3-year strategy, and annual delivery plans. The approach aims to ensure that strategic priorities were not developed in isolation but were integrated across Directorates, with a focus on resource planning and practical deliverability. The planning process was designed to provide clarity on when and how the Committee could add value through scrutiny and input.

Version 0.2: 24/11/2025

- The new process involves early engagement with Heads of Functions to identify 7.1.2 investment needs, resource requirements, and dependencies between Directorates. This was intended to break down silos and ensure that initiatives are prioritised based on their alignment with strategic priorities and available resources. The process also includes mapping out which other functions are needed to support specific actions, aiming for a more holistic and realistic approach to planning.
- The planning horizon is structured around a 10-year vision (with a planned midpoint review), a 3-year delivery plan, and annual updates. Local area plans were refreshed in line with the main strategy, and Directorate strategies were scheduled for review and would be refreshed as needed. The Committee discussed the importance of using the end of the current strategy period (2027-2028) as a key milestone for assessing progress and making decisions about which projects should be completed or deferred. There was a call to move the "phase 1/phase 2" decision point forward, to better align with the strategy cycle and provide clearer prioritisation.
- The Committee emphasised clarity was essential for effective resource planning and for the Committee to understand what would be achieved within each phase, especially regarding the SDR.
- 7.1.5 Committee members expressed a desire for explicit guidance from the Executive team on when the Committee should be involved in the planning process. Rather than leaving it to the Committee to define its own touchpoints, members asked the Executive to propose specific points for input and scrutiny. The Committee's main focus should be on ensuring plans are integrated, resource constraints are acknowledged, and that initiatives are realistically deliverable within the available budget and capacity.
- 7.1.6 The Committee noted that whilst the visual timelines were helpful for understanding chronological relationships, they lacked sufficient narrative detail about how financial and strategic planning were integrated. There was a request for a more detailed narrative to accompany the visuals, explaining the conceptual connections between different planning horizons and how larger policies and change initiatives fit into the overall strategy. The Committee requested clarity on which projects were prioritised for completion within the current strategy period, and which would be deferred to later phases.
- The Committee questioned the purpose and benefit of the "blueprint" mentioned in the three-year planning cycle. The Committee highlighted the need for practicality, suggesting that whilst a 10-year plan was useful, the first three to five years were the most relevant and actionable. The Committee emphasised the importance of focusing on tangible, manageable planning rather than overly high-level or abstract documents and supported the idea that the "blueprint" should be a living, simple, and workable document.
- MMcA explained the "blueprint" was part of the long-term vision refresh, not a separate document, and that he and CM were working with their teams to detail components similar to a change "blueprint", which would drive the long-term vision.
- 7.1.9 Discussion arose around the finalisation of the Long-Term Vision (blueprint) which would happen after the budget was announced when the financial context would be known. SO'D reported the government intends to provide an indicative 3-year budget, but the actual details would only be clear after the official announcement and highlighted the importance of connecting the budget, delivery plan and strategy, and suggested that the Committee's scrutiny would be most valuable after the budget was set, to ensure priorities and resources were properly aligned.
- Committee cautioned against creating excessive documentation or a "cottage industry" 7.1.10 of plans. The goal should be to produce a simple, practical, and living document that

links strategic aspirations to resource realities and change initiatives. There was consensus that the planning process should remain focused on actionable priorities and avoid unnecessary complexity.

- The Committee suggested "blueprint" was the wrong term for a 10-year strategic 7.1.11 document, as it implied rigidity and control, which were unrealistic for such a long timeframe. There was a recommendation to use terminology that aligns with the organisation's need to respond to change, rather than suggesting a fixed, detailed plan.
- AF shared SJB's disappointment with the planning/strategy paper, as it did not sufficiently explain how the 1-year, 3-year, and 10-year plans fit together or clearly articulate how major policies and change initiatives mapped across these planning horizons. SJB considered the change component was not sufficiently highlighted or integrated within the overall planning framework.
- AF highlighted section 3.5 of the covering paper as particularly valuable, noting its focus on improved integration and connectedness between financial and strategic planning processes, and requested that the narrative in 3.5 be expanded to give more narrative on how these integrations would work in practice, suggesting this would help the Committee identify where it can add the most value and support more effective Committee scrutiny.
- PS recorded his non consent of the positioning of the phase 1/phase 2 decision point and 7.1.14 requested it be moved.
- MMcA and the executive team agreed to expand the narrative in Section 3.5 of the paper, 7.1.15 adjust the timeline to better align with the current strategy period, bring a draft three-year delivery plan to the next meeting, adjust the phased split in strategic planning diagrams, moving the Phase 1/Phase 2 line to align with the end of the current strategy 2027/28 and clarify which projects would be prioritised for Phase 1.

ACTION: MMcA

The Committee would review these materials with a focus on integration, prioritisation, and resource alignment, ensuring that the planning process remained both strategic and practical.

The Committee scrutinised the report.

7.1.17

8 CHANGE -

- 8.1 **Portfolio Summary Report**
- 8.1.1 HM provided updates on the Change Programme, highlighting a period of significant change and delivery, with several major projects reaching critical stages.
 - New Mobilising System (NMS) is set to go live in a phased rollout starting imminently, followed by the Rostering system, which is also scheduled for go-live mid-November.
 - SDR Consultation has closed, with a Board decision expected 18 December 2025.
 - Several Business Cases currently in development, including for People, Payroll and Finance and Breathing Apparatus, indicating ongoing investment in key operational areas.
- 8.1.2 CM reported 11 separate go-lives planned across the next three months, covering areas such as NMS, Rostering, Payroll, and multiple Control rooms, making this a particularly complex period for the organisation.
- 8.1.3 HM assured the Committee that robust business readiness and implementation plans are in place, with clear go/no-go criteria for each stage to manage risk and ensure successful delivery.

- 8.1.4 The Committee questioned why the demand-based duty system project status changed from amber to green, asking if the change request was a valid amendment or simply made to improve the status. HM explained the change request was a timeline adjustment, reflecting ongoing discussions and agreed upon by stakeholders. The amendment did not affect the overall delivery of the SDR programme and was considered a valid adjustment to project planning. HM and AW clarified the change was about integration and dependencies with other portfolio activities. The Committee requested that more detail be provided in future reports about the significant change requests and project closures, including rationale.
- 8.1.5 The Committee scrutinised the report and noted the progress with the 11 go-lives within the next three months.

9 PERFORMANCE

- 9.1 Portfolio Finance and Performance Update
- 9.1.1 CM took the paper as read and focused on summarising key tables and metrics, rather than providing a full verbal update.
- 9.1.2 CM discussed the value of tracking benefits and conducting lessons learned for Action 8.2.3, stating it was important for internal records and future project improvement, despite delays due to service delivery issues. CM suggested the lessons learned exercise should be completed internally, even if its relevance to the Committee was now limited.
- 9.1.3 CM highlighted the status of project costs against whole life business case targets, noting that most projects were on time. NMS is reporting an underspend of 7.89%, which is outside the 5% tolerance (hence a red status), but this is seen as positive. The SDR shows a small variance. People, Payroll and Finance project is excluded due to the absence of an agreed Business Case.
- 9.1.4 All projects are within the 10% tolerance for baseline completion dates. Both Rostering and NMS are tracking toward their go-live dates on time.
- 9.1.5 The benefits profile would still capture appliance withdrawal until a permanent solution was in place. The appended NMS Benefits Report details benefits identified in workshops, with descriptions and potential measurements. The next step was to further develop the Benefits Realisation Plan for each benefit.
- 9.1.6 CM acknowledged the complexity in tracking costs for People, Payroll and Finance project due to the evolution from the PTFAS programme and ongoing cost extraction and closure activities. CM was committed to providing more clarity on these costs in future reporting, including to the Scottish Government.
- 9.1.7 The Committee raised the importance of capturing all incurred costs (including those without a formal business case) and understanding what had been spent and achieved, especially for People, Payroll and Finance. CM agreed and indicated this would be addressed in future updates.
- 9.1.8 The Committee scrutinised and noted the position as comprehensively described in the report.

10 RISK

- 10.1 **Portfolio Risk Summary Report**
- 10.1.1 HM explained the report was split into two sections. The first element related to risks identified at programme level that apply to multiple programmes and were added to the Portfolio Risk Register. The second section looked at key risks to the overall portfolio, with CM's focus on the latter due to time constraints.

- 10.1.2 HM reported there was a red risk in relation to the SDR regarding the achievability of the timeline for the Board decision in December 2025, citing the large volume of information and papers that needed to be developed, read, and understood in preparation.
- 10.1.3 HM highlighted optimism bias in relation to planning, explaining it was common to underestimate the time required for tasks. To mitigate this, the team was developing detailed plans and recently held an integrated Portfolio Planning Session focused on dependencies, resource, and financial planning. This aimed to proactively manage budgets and flag potential under or overspend early.
- 10.1.4 HM addressed a third risk in respect of single points of failure, which could relate to critical infrastructure or the absence of key knowledge/expertise. The team was working to identify these points and ensure contingency plans were in place to minimise risk and maintain delivery schedules.
- 10.1.5 The Committee acknowledged there were no further questions or concerns raised by the Committee after HM's update, and it was agreed to note the current risk position.
- 10.1.6 The Committee scrutinised the report.

11 GENERAL REPORTS

- 11.1 **Provision of Training Systems**
- 11.1.1 In CMcG's absence, the Chair invited Committee members to signal whether they had significant issues requiring the paper's deferral or if they were content to proceed, emphasising flexibility based on the depth of discussion needed.
- 11.1.2 The Committee expressed concern about de-coupling the training system from other systems, worrying that procuring a separate training solution could lead to a collection of systems that would not integrate well, potentially causing issues.
- 11.1.3 AW responded by assuring the Committee that integration remains a priority and clarified that while the training system was being decoupled, the project specification would require integration with people and finance systems. AW emphasised that the original business case was about integration, not a single system, and the team was fully aware of the need to avoid a multiplicity of disconnected systems.
- 11.1.4 After discussion and receiving assurances, the Committee agreed to note the paper, with the understanding that it would return for further updates as delivery progressed.
- 11.1.5 AF conveyed the Committee's thanks to CMcG for this helpful paper.
- 11.1.6 The Committee scrutinised the report.

12 COMMITTEE ROLLING FORWARD PLANNING

- 12.1 Committee Forward Plan
- 12.1.1 The Committee agreed to holding a virtual meeting on 17 December 2025 to review the expanded 3.5 section, NMS updates and discuss Strategic Planning.
- 12.1.2 The Committee noted the Forward Plan.
- 13 REVIEW OF ACTIONS
- 13.1 Several formal actions were recorded during the meeting.
- 14. DATE OF NEXT MEETING.
- 14.1 A Special Private meeting would be held on Wednesday 17 December 2025.
- 14.2 The next full Public Committee meeting is scheduled for Thursday 5 February 2026.

14.3 There being no further matters to discuss, the public meeting closed at 1120 hrs.

(The meeting broke at 1120 hrs and reconvened in private session at 1130 hrs)

PRIVATE SESSION

- 15 MINUTE OF PREVIOUS PRIVATE MEETING: 29 JULY 2025
- **15.1** The Committee approved the minute as an accurate record.
- 16 PRIVATE ACTION LOG
- **16.1** There were no outstanding actions.
- 17 EMERGING MEDIUM TERM FINANCIAL AND DELIVERY PLAN
- 17.1 LMcG presented the emerging Medium Term Financial and Delivery Plan 2026/27 strategy, highlighting the approach taken, key messages from the Scottish Government's financial strategy, and the Resource Budget Assumptions for 2026-2027.
- 17.2 The Committee scrutinised the report.
- 18 CORPORATE BUSINESS FUNCTIONS: PEOPLE AND FINANCE OUTLINE BUSINESS CASE (STRATEGIC AND ECONOMIC CASES)
- 18.1 SO'D presented the draft strategic and partial economic cases of the Outline Business Case (OBC) for Corporate Business Functions: People and Finance to the Strategic Planning and Change Committee (SPCC) for early scrutiny and feedback.
- 18.2 The Committee scrutinised the report.
- 19 NEW MOBILISING SYSTEM PROJECT, DIGITAL ASSURANCE OFFICE GO LIVE REVIEW
- 19.1 JH and CA provided an update on the NMS project, focusing on the upcoming go-live for Edinburgh Operations Control. CA detailed a step-by-step transition plan, including hardware installation, staff briefings, go/no-go decision points, and the process for switching over to the new system, emphasising careful preparation and risk management.
- 19.2 The Committee noted the report.

There being no further matters to discuss, the private meeting closed at 1315 hrs.

Agenda item 10.2



PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

THURSDAY 23 OCTOBER 2025 @ 1000 HRS

MEETING ROOM 1, EAST SERVICE DELIVERY AREA HEADQUARTERS, CLAYLANDS ROAD, NEWBRIDGE, EH28 8LF / VIRTUAL (MS TEAMS)

PRESENT:

Brian Baverstock, Chair (BB) Malcolm Payton, Deputy Chair (MP)

Neil Mapes (NM) Madeline Smith (MS)

Mhairi Wylie (MW)

IN ATTENDANCE:

Stuart Stevens (SS) Chief Officer

Sarah O'Donnell (SO'D) Deputy Chief Officer Corporate Services

Andy Watt (AW) Deputy Chief Officer

Mark McAteer (MMcA) Director of Strategic Planning, Performance and Communications

David Johnston (DJ) Risk and Audit Manager

Lynne McGeough (LMcG) Head of Finance and Procurement

Claire Robertson (CR) Internal Audit (BDO)

Michael Oliphant (MO) External Audit (Audit Scotland)
Tommy Yule (TY) External Audit (Audit Scotland)
Adebayo Ladejobi External Audit (Audit Scotland)

Brian McKenzie (BMcK) HMFSI

Alan Duncan (AD) Accounting Manager (Items 18 & 19 only)

Kirsty Darwent (KD) Chair of SFRS Board

Chris Casey (CC) Group Commander Board Support Manager

Heather Greig (HG)

Board Support Executive Officer

Debbie Haddow (DJH) Board Support/Minutes

OBSERVERS:

Karen Horrocks, Verification and Risk Officer

1 CHAIR'S WELCOME

1.1 The Committee Chair opened the meeting and welcomed all those attending and 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 Deborah Stanfield, Interim Director of Finance and Contractual Services Sean Morrison, Internal Audit (BDO) Robert Scott, HMFSI

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

- 3.1 The Committee discussed and agreed that Item 18 (External Auditor's Report on the 2024/25 Audit) and Item 19 (Scottish Fire and Rescue Service Draft Annual Report and Accounts 2024/25) would be heard in private session due to confidential matters in line with Standing Orders Item 9G.
- 3.2 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest made.

5 MINUTES OF PREVIOUS PUBLIC MEETING:

- 5.1 **Thursday 19 June 2025**
- 5.1.1 The minutes were agreed as an accurate record of the meeting.
- 5.2 **Matters Arising**
- 5.2.1 There were no matters arising.
- 5.3 The minutes of the meeting held on 19 June 2025 were approved as a true record of the meeting.
- 6 ACTION LOG
- The Committee considered the action log, noted the updates and agreed the closure of completed actions.
 - Action 9.1.23 IA Report on Partnership (25/06/2024): The Committee requested prompt action to address this outstanding action.
 - Action 9.4 HMFSI Inspection Action Plans Update (08/04/2025): MMcA to provide update on current position and timescale for completion.
 - Action 8.3.5 SFRS Progress Update/Management Response (19/06/2025): Lead to be updated to MMcA/MW.
 - Action 11.3 Annual Data Compliance Report (19/06/2025): Lead to be amended to read MMcA.
- 6.2 The Committee noted the updated Action Log and approved the removal of completed actions.
- 7 INTERNAL AUDIT
- 7.1 Internal Audit Progress Report 2025/26
- 7.1.1 CR presented a report to the Committee which summarised the progress on the delivery of the 2025/26 Internal Audit Plan and the scopes for the PPE, Estates Management Prioritisation and Freedom of Information audits and the final Corporate Governance Report. A verbal update was also provided on the Risk Management audit in lieu of the final report being presented.
- 7.1.2 PPE Scope
 - CR provided an outline of the audit scope which included policy and procedure validation, budget setting and monitoring, IT systems, stock management and controls, cleaning and maintenance contract management and end-user feedback.
- 7.1.3 In regard to future improvement and/or changes, the Committee queried whether this would be considered with the audit. CR advised that the audit would compare current practice against standard operating procedures. Recommendations would be made should any barriers, deficiencies or new developments in procurement cycles be identified.

7.1.4 CR confirmed that end-user feedback, governance and planning processes and future procurement activities would be considered within the audit.

7.1.5 <u>Estates Management Prioritisation Scope</u>

CR provided an outline of the audit scope noting that the wider ranging review would consider the Estate Strategy, statutory compliance, budget planning and controls for planned maintenance and reactive repairs, quality and standards, effective use of service level agreements, governance and KPIs.

- 7.1.6 The Committee commented on the need for agility and flexibility within the plan/budget to consider any unforeseen issues.
- 7.1.7 Brief discussion took place on the potential for station audits to be considered as part of this audit. It was noted that the Strategic Leadership Team (SLT) had recently discussed the potential for a holistic review of the station audit processes. The Committee noted the existing station audit procedures, however, they expressed uncertainty regarding how these processes integrate with the overall assurance process.
- 7.1.8 The Committee commented on the prioritisation of investment within Estates and how KPI's would be used to assess the return on this investment. CR noted that the audit would consider how the strategic plan had been drafted to take account of building conditions, utilisation and investment priorities. CR further noted that a separate audit would also consider budget and investment prioritisation.

7.1.9 Freedom of Information Scope

CR provided an outline of the audit scope which included reviewing policies and procedures, response times, publication scheme, governance, training and resourcing. The Committee were reminded that a Level 2 Intervention had recently been served.

- 7.1.10 The Committee commented on the publication scheme and whether the Service were proactive in publishing information, and the plans for ensuring adequate resourcing within the Team to meet demands. CR confirmed that both these areas would be considered within the audit and, if appropriate, recommendations would be made. MMcA noted that resourcing within the Team had already been considered.
- 7.1.11 It was noted that the key contact information was not accurate.
- 7.1.12 MMcA advised that, although not detailed within this version of the scope, end users would be included within the audit.

7.1.13 Corporate Governance Final Report

CR presented the Corporate Governance final report noting that the report was positive, highlighted areas of good practice, the strong commitment to effective governance and improvements. CR outlined areas of improvement which included risks associated with team resourcing and succession planning, reviewing meeting cycle and updating terms of reference.

- 7.1.14 MMcA welcomed the report, acknowledged the team's efforts and outlined plans to address the recommendations.
- 7.1.15 Brief discussion took place on the lean resourcing within the Board Support team and associated potential risks. The challenges in resourcing within this team and across the whole Service were recognised. It was proposed that the Service could look to other public bodies for benchmarking purposes and to gain learning on their governance arrangements.

7.1.16 The Committee recognised the positive report which was a testament of the ongoing work and continued improvements to the framework of governance over a sustained period of time.

7.1.17 Progress Report

CR presented the progress report and highlighted the following key points:

- Risk Management final report was completed and out for management response.
- Budget Maintenance and Investment Prioritisation fieldwork had commenced.
- Freedom of Information audit to commence in February 2026.
- Overview of Internal Audit hot topics.
- 7.1.18 Brief discussion took place on the timescale for management response and consideration should be given to create a KPI for this.

7.1.19 Final Report: Risk Management

CR provided a verbal update relating to the Risk Management Final Report. The audit provided an overall moderate level of assurance with areas of good practice. Areas of improvement included making risk management more strategic, enhancing system capabilities to remove manual processes, mandatory training for key staff, improving the assurance mapping template and clarifying de-escalation processes. The final report would be provided to the next Committee meeting.

7.1.20 The Committee scrutinised the progress report, draft scopes and final report.

7 SFRS Progress Update/Management Response

- 7.2 CR presented a report to the Committee and outlined the status of the recommendations raised by Internal Audit and the following key points were highlighted:
 - Sixteen actions had been closed during this reporting period.
 - Twenty-one actions remain.
- 7.2.2 In relation to the Partnership Working recommendations, the Committee commented on the need for clarity on the mechanism for assurance, how the implementation of the CPP guidance would be assured, what support, guidance and training would be offered to staff on national policy with local induction. MMcA noted that further discussion off table was required to understand what assurances were required.
- 7.2.3 In relation to Contract Management recommendation 2.1, LMcG advised that progress was being made and contract management meetings were being held, albeit not documented. The contract management training would help managers understand the reason for, and how to provide, the information required.
- 7.2.4 The Committee scrutinised the update report and the progress being made.

8 EXTERNAL AUDIT

8.1 External Audit – 2024/25 Audit Plan Progress Report

8.1.1 MO advised the Committee that the audit was almost finalised and that some final checks would be carried out over the next few days. Further details to be provided during discussions in the private session.

8.2 External Scrutiny Reports and Recommendations

- 8..2.1 MMcA presented a report to the Committee to provide an overview update of the current HMFSI inspection action plans. The following key points were highlighted:
 - Five action plans remain live.
 - Mental Health and Wellbeing: Red RAG status. Recently transitioned to the Safety and Assurance function, with the action plan being re-baselined and progress being made.
 - West Service Delivery Area (WSDA): Green RAG status and anticipated completion within a few weeks.

- Organisational Culture Vol 1: Initial stages of drafting action plan. Discussion to be held at the Integrated Governance Forum (IGF) to identity appropriate Committee scrutiny.
- North Service Delivery Area (NSDA) and Operational Assurance: Both were at the initial stage of drafting action plans.
- In relation to the Mental Health and Wellbeing action plan, the Committee noted their concern on the timescale and progress made to date. The Committee requested that this area be prioritised and progressed promptly. SS offered his assurance that this area remains a priority for the SLT and noted ongoing work with the River Centre to raise awareness of the support available. SS noted that this remains a significant factor for the Service and agreed that the actions needed to be progressed.
- 8.2.3 With regard to Organisational Culture Vol 1, the Committee noted the extended duration prior to the Board's scrutiny of management responses. SO'D acknowledged the priority and urgency required in this area and commented on the work being undertaken within the People Directorate. It was noted that the IGF had previously agreed that it would go to the People Committee for scrutiny. Due to the scheduled cycle of meetings, consideration to be given to circulate information with the People Committee outwith the formal meetings.

8.2.4 The Committee scrutinised the report.

9 AUDIT AND RISK ASSURANCE COMMITTEE QUARTERLY PERFORMANCE Q1 2025/26

MMcA presented the Committee with the fourth quarter performance of KPIs 35 - 42 for fiscal year 2025/26 for scrutiny. KPIs 58-61, 64 and 65 were only reported annually as part of the fourth quarter report. The following key points were highlighted:

- Reason for missing management statements and assurance that this would be rectified going forward.
- Due to data collection, quality assurance processes and sequencing of meetings, Q2 data was not available for this meeting.
- Increase in Freedom of Information requests during Q1. Overview of the ongoing resourcing challenges including extension of temporary resources and progress with the new Team Leader position.
- 9.2 With regard to KPI 41 and 42 (Service Desk Incidents within SLA), the Committee noted the decrease in performance and queried the reason. SO'D noted that this could be attributable to the recent restructure within the DaTS function and agreed to provide a more substantive response outwith the meeting.

9.3 The Committee commented on the wide ranging KPIs within the report and the provision of annual KPIs. MMcA offered to discuss further outwith the meeting.

ACTION: MMcA/BB

ACTION: SO'D

ACTION: SO'D

9.4 The Committee scrutinised the report.

(Meeting broke at 1113 hrs and reconvened at 1130 hrs)

10 FRAUD REPORT Q2 2025/26

- 10.1 DJ presented the Quarter 2 Fraud Report to the Committee for scrutiny. The following key points were highlighted:
 - No fraud incidents reported during this quarter.
 - Fraud and risk awareness mandatory training reporting 77% completion.
 - National Fraud Initiative (NFI) was reporting 99% complete on the 821 matches identified with approximately £19,000 recovered (duplicate payments). No fraudulent incidents were identified.

- No incidents of whistleblowing were reported during this quarter.
- Gifts, Hospitality and Interests (GHI) now included within this report. Mandatory training
 was currently reporting 80% completion. Engagement and raising awareness across
 the Service were ongoing.
- TY commented on the positive engagement with the Service relating to the NFI and follow up actions. The Committee noted and welcomed this information.
- In relation to mandatory training, it was noted that the split between uniformed and support staff were similar for both the fraud and GHI elements. SO'D reminded the Committee that the system for support staff training lacked tracking capabilities. SO'D to follow up and check on mandatory training for all staff.

ACTION: SO'D

- In relation to non-contract spend, DJ outlined the work and engagement being undertaken in this area to raise awareness, introduce greater controls and reduce the level of non-contract spend.
- In relation to the safe call confidential reporting line, SO'D advised that the Year One Review report would be submitted to the People Committee in the first instance. The report would identify any incidents of incorrect reporting pathways.
- 10.6 DJ advised the Committee that work had concluded on the development of the Anti-Fraud and Corruption Policy, Counter Fraud Strategy and Fraud Response Plan. These documents were presented for scrutiny ahead of submission to the SFRS Board for approval. DJ noted that these documents had previously been shared with and reviewed by BDO.
- 10.7 With regard to the Anti-Fraud and Corruption Policy, the following comments were made:
 - Inclusion and clarity to be provided on the pathway should there be a concern raised against one of the key roles/Directors.
 - Clarity on who would be responsible for appointing the investigating officer.
 - Clarity on the relationship between the fraud investigation and disciplinary processes.
- 10.8 With regard to the Fraud Strategy, the Committee made no specific comments other than reflecting on what information could be added into the Policy.
- 10.9 With regard to the Fraud Response Plan, the following comments were made:
 - To aid learning/raise awareness, consideration could be given to publicise what actions were taken and lessons learned.
 - Section 7 Investigation Process (para 4): Emphasis should be on gathering facts rather than assessing if a genuine mistake had been made.
- The Committee noted that, if the 3 separate documents remain, cross referencing of significant points would be included within all 3 documents. DJ and BB to discuss further outwith the meeting.

ACTION: DJ/BB

- 10.11 The Committee scrutinised the report.
- 11 INTERNAL CONTROLS UPDATE
- 11.1 Risk Report Update
- 11.1.1 DJ presented an overview report of the current risks highlighted by Directorate to the Committee for scrutiny. The following key points were highlighted:
 - Increase awareness, discussions and use of risk appetite.
 - Risk Management Audit has identified an increase in risk maturity levels which evidence improvements within the framework.

- How risk information is presented and the use of risk appetite and spotlights to provide assurances that management and control measures are appropriate.
- Sixteen risks are currently reporting ratings over 15.
- Explanation of the late change to Risk PPP007 relating to business continuity management system.
- Five control actions were past their original due date and were being considered by the Training, Safety and Assurance Board and Service Delivery Board for spotlighting or advice on additional controls.
- 11.1.2 The Committee commented on several completion dates which had passed and noted that updates on the situation would be helpful in future reports. AW provided a brief verbal update on the control actions identified for TSA18 and TSA19 (training delivery).
- 11.1.3 In regard to Risk POD020, the Committee noted the budgetary constraints and queried whether an alternative solution could be identified. SO'D provided a brief update noting that the pending People Directorate restructure and review and the outcome of the budget settlement was awaited. The Committee commented on the challenges in scrutinising out of date information.
- 11.1.4 In relation to control actions that were 9 months overdue on risks rated under 15, consideration to be given to include explanatory narrative within future reports.
- 11.1.5 The Committee noted the relationship between Risk FCS019 (critical systems) and SDD007 (cyber security). SS advised that although the CCMS systems were fragile due to their age, they were not vulnerable to cyber attacks. SS further advised that the SLT would be risk spotlighting cyber security at a future meeting.
- 11.1.6 Regarding SDD007, SO'D noted that the control action relating to Cyber Action Plan would benefit from having further detail and potential disaggregation as the implementation plan is for the whole plan rather than individual components.
- 11.1.7 In regard to accuracy of risk ratings, SS referenced recent SLT discussions and that BDO would attend the next strategic management workshop to offer training and support.
- 11.1.8 In regard to Risk FSC019, the Committee sought clarification on the increased risk rating from the previous rating. LMcG to review and advise.

ACTION: LMcG

- 11.1.9 In regard to POD015, the Committee queried whether this reflected the current situation and whether any risks were required to be articulated for external parties' involvement. SS confirmed that this was an external stakeholder risk and the rating should reduce.
- 11.1.10 The Committee noted and commented on the recurring capacity issues throughout the register and queried whether there was or should be an accumulated risk or issues identified. SS noted the comments and reminded the Committee that other control measures could be put in place to manage or mitigate risks. As the Service had clear priorities, once the budget settlement was known, appropriate allocations would be made. The Committee noted the potential for further discussion on the accumulation of risk and the broader concurrency of risks.
- 11.1.11 The Committee scrutinised the report and noted the continuing progress being made.

12 REPORT FOR INFORMATION ONLY:

12.1 Routine Update Report on HMFSI Business

- 12.1.1 BMcK presented the quarterly report to the Committee to provide an update on HMFSI's inspection and reporting activity during this quarter. The following key points were noted:
 - Three inspection reports have been issued. These related to North Service Delivery Area, Organisational Culture Vol 1 and Operational Assurance.
 - Fieldwork commenced for the Operational Training and Development inspection.
 - Fieldwork for the Organisational Culture Vol 2 was scheduled to commence before the end of the year.
 - Focussed report on the Commonwealth Games to be undertaken with early discussion already taken place.
- 12.1.2 The Committee noted the report.

13 REVIEW OF ACTIONS

13.1 It was confirmed that several formal actions were recorded during the meeting.

14 FORWARD PLANNING

- 14.1 a) Committee Forward Plan Review
- 14.1.1 The Committee considered and noted the Forward Plan.

14.2 b) Items for Consideration at Future IGF, Board and Strategy Days Meetings

- 14.2.1 The following items were identified for a future Integrated Governance Forum:
 - Broader risk discussion to be scheduled post-BDO report TBC.
- 14.2.2 No further items were identified.

15 DATE OF NEXT MEETING

- 15.1 The next public meeting is scheduled to take place on Tuesday 22 January 2026 at 1000 hrs.
- 15.2 There being no further matters to discuss the public meeting closed at 1232 hrs.

(Public meeting broke at 1232 hrs and reconvened in Private session at 1245 hrs)

PRIVATE SESSION

16 MINUTES OF PREVIOUS PRIVATE MEETING:

- 16.1 **Thursday 19 June 2025**
- 16.1.1 The minutes were agreed as an accurate record of the meeting.
- 16.2 **Matters Arising**
- 16.2.1 There were no matters arising.
- 16.3 The minutes of the private meeting held on 19 June 2025 were approved as a true record of the meeting.
- 17 ACTION LOG
- 17.1 The Committee considered the action log and noted the updates.
- 17.2 The Committee noted the updated Action Log.

18 EXTERNAL AUDITOR'S REPORT ON THE 2024/25 AUDIT

- 18.1 MO presented the external auditor's report on the 2024/25 audit for consideration alongside the Service's audited annual report and accounts.
- 18.2 The Committee scrutinised the report.
- 19 SCOTTISH FIRE AND RESCUE SERVICE DRAFT ANNUAL REPORT AND ACCOUNTS 2024/25
- 19.1 LMcG thanked all those involved in the preparation and production of the audited accounts and for Audit Scotland's support. LMcG presented the report to the Committee for scrutiny and recommendation to the Board.
- 19.2 The Committee scrutinised and recommended the report to the Board for approval.

There being no further matters to discuss the private meeting closed at 1340 hrs.

SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Agenda Item 10.4

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)

Paul Stollard, Deputy Chair (PS)

Angiolina Foster (AF)

Andrew Smith (AS)

Madeline Smith (MS)

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 <u>Matters Arising</u>
- 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

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 bandwith 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.
- 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.

- 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 1st 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.

ACTIOM: 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.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/17-25

Agenda Item: 11

Agenda Item: 11									
Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:		18 DECEMBER 2025							
Report Title:		PERFORMANCE – 2025-2	AGEMENT FRAMEWORK QUARTE 26 Q2			ERLY			
Report Classification:		For Scrutiny		SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9					
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>E</u>	<u>G</u>
1	Purpose								
1.1	To provide mer	mbers with the second quart	er perfo	rmance	e for fis	scal yea	ar 202	5-26.	
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.								
2.2	56 quarterly indicators and 9 annual indicators were identified across directorates to provide senior leaders, committees and the SFRS Board with relevant information on our performance. This supports those responsible for scrutiny of how SFRS perform in delivering its Strategic Outcomes.								
2.3	The quarterly performance dashboard (& report) provide an overview for those indicators and through the use of statistical process control charts (SPC) alerts stakeholders to situations deteriorating or improving or where performance is stable and in control.								
3	Main Report/Detail								
3.1	This paper covers all performance indicators stated in the PMF intended for scrutiny by the SFRS Board.								
3.2	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.								
3.3	 The indicators identified in this report as pertinent to the requirement of 3.2 are – 9 - Audits Completed – SG Fire and Rescue Framework states "SFRS should deliver its statutory duties by providing information, guidance and advice and fire safety audits of relevant premises". 17 - Wholetime Availability – 5WDS Collective Agreement Statement states "The 5WDS is managed with the aim of maintaining agreed confidence levels". 18 - OI Inspections – OI Policy and Guidance states "SFRS has a statutory obligation under the Fire (Scotland) Act 2005, which directs the SFRS to have arrangements in 								

- place for obtaining information required or likely to be required for fires and other emergencies".
- **32 Carbon emissions** SFRS Carbon Management Plan 2020 2025 states "The Scottish Government has set a legally binding target of net-zero greenhouse gas emissions by 2045, with interim targets to reduce by 75% from 1990 levels by 2030 and 90% by 2040".
- **36 Subject Access requests within timeframe** ICO Guidance on 'Right to Access' states "Individuals have the right to access their personal data. SFRS should respond without delay and within one month of receipt of request".
- **38 FOI requests within timeframe** FOI and EIR information requests handling procedure states "All public bodies have a duty to assist applicants in requestion information. Under the FOI Scotland Act SFRS has 20 working days to respond".
- 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.
- 3.5 Exceptional variation:
 - 6 HFSV Conducted
 - <u>18 OI Inspections</u>
- 3.6 Deteriorating (long-term):
 - 11 % High Severity ADFs
 - 14 Median Response Time to Life Risk Incidents National
 - 14 Median Response Time to Life Risk Incidents SDA
 - 15 Median Call Handling Time for Life Risk Incidents National
 - 15 Median Call Handling Time for Life Risk Incidents SDA
 - 16 On-Call 1st Appliance Availability
 - 34 Recycling Rate
 - 42 % Service Desk Requests within SLA
 - 46 On Call Retained FTE
 - 51 Physical attacks on Firefighters
- 3.7 Improving (long-term):
 - 1 Non-domestic Building Fires
 - 2 Deliberate Primary Fires
 - 10 ADFs
 - 12 Total Incidents
 - 20 Hydrant Inspections
 - 21 UFAS Incidents
 - 24 % Flexi Officer Module Completion
 - 26 % Core Skills Currency
 - 27 % Specialist Rescue Currency
 - 32 Carbon Emissions
 - 40 % Invoices in 30 Days
 - 50 Verbal attacks on Firefighters
 - 55 Vehicle Accidents
- 3.8 Not changing:
 - 3 Refuse and Vehicle Fires
 - 4 Fire Fatalities
 - 5 Fire Casualties
 - 9 Audits Completed
 - 13 Non-refuse Secondary Fires
 - 17 Wholetime Availability
 - 19 Ops Assurance Audit Actions

	 22 - % Core Skills Modules Completed 					
	 23 - % Advanced, Support & Emerging Risks Modules Completed 					
	 25 - % Incident Command Module Completion 					
	28 - % Training Function Currency					
	35 - Cyber Security Breaches					
	• <u>36 - % Subject Access within Timeframe</u>					
	37 - Data Breaches					
	• 38 - % FOI within Timeframe					
	39 - Confirmed Frauds					
	43 - Portfolio Delays					
	44 - Portfolio Overspend					
	45 - Portfolio Cashable Benefits					
	46 - On Call Volunteer FTE					
	46 - Off Station FTE					
	46 - Flexi Officer FTE					
	46 - Operations Control FTE					
	46 - Resource Based Crewing FTE					
	46 - Support Staff FTE					
	46 - Rural Full-time FTE					
	47 - Vacancies Rate					
	48 - Turnover Rate					
	49 - Absence Rate					
	• 52 - RIDDOR					
	53 - Accidents and Injuries (excl. RIDDOR)					
	56 - % YTD H&S Actions Completed					
3.9	N. (1 12 14 14 14 14 14 14 14 14 14 14 14 14 14					
	Not known – limited data or unspecified direction:					
	• 7 - % High Risk HFSV					
	8 - % Partner Referral HFSV					
	29 - Customer Satisfaction Rate					
	30 - Assist Other Agencies Incidents					
	31 - Effect Entry/Exit Incidents					
	33 - Carbon Funding vs Estimated Requirement					
	41 - % Service Desk Incidents within SLA					
	• 54 - Near Miss					
4	Recommendation					
4.1	Members are invited to review the contents of this KPI performance report. The live version					
	of the report can be accessed through the Governance area of the Power BI Landing Page.					
5	Key Strategic Implications					
5.1	Risk Appetite and Alignment to Risk Register					
5.1.1	SPPC001 - Service Performance Management – High Risk					
	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.					
F 4 0						
5.1.2	Appetite - In relation to our internal governance, including systems of controls and data					
	governance, SFRS has a Cautious appetite.					
F 0	Pin an airl					
5.2	Financial There are no energific financial issues raised within this name.					
5.2.1	There are no specific financial issues raised within this paper.					

	T ====================================	5 L.996 .				
5.3 5.3.1	Environmental & Sustainability There are no specific Environmental & Sustainability implications addressed in this paper.					
5.3.1	There are no specific Env	vironimental & Sustamability implications addressed in this paper.				
5.4	Workforce					
5.4.1	There are no workforce in	mplications in this paper.				
5.5	Health & Safety					
5.5.1	There are no specific Health and Safety implications addressed in this paper.					
5.6 5.6.1	Health & Wellbeing There are no specific Health and Wellbeing implications addressed in this paper.					
5.7 5.7.1	Training There are no specific Training implications addressed in this paper.					
5.8	Timing					
5.8.1	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	Performance					
5.9.1	All performance measures reported are linked to Strategic Outcomes 1, 2, 4, 5 & 6.					
5.10	Communications & Eng	gagement				
5.10.1	There are no specific Communications & Engagement implications addressed in this paper.					
5.11	Legal					
5.11.1	There are no specific Legal implications addressed in this paper.					
5.12 5.12.1	Information Governance					
J. 1Z. 1	DPIA completed - No					
5.13	Equalities					
5.13.1	EHRIA completed - No					
5.14	Service Delivery					
5.14.1	Performance measures reported for Strategic Outcomes 1 & 2 are linked to Service Delivery.					
6	Core Brief					
6.1	Director for Strategic Planning, Performance and Communication, Mark McAteer presented the quarterly <u>SLT & Board Performance Report</u> for 2025-26 Q2 to SFRS Board. The live report can be accessed in the Governance area of the <u>Power BI Landing Page</u> .					
7	Assurance (SFRS Board/Committee Meetings ONLY)					
7.1	Director:	Mark McAteer, Director for Strategic Planning, Performance and Communication				
7.2	Level of Assurance:	Substantial/Reasonable/Limited/Insufficient				
7.0	(Mark as appropriate)					
7.3	Rationale:	The service has continued to develop its approach to				
		performance reporting. The Organisational Performance				
		Dashboard, aligned to the SFRS Performance Management				
		Framework, is now live and available across the service with a pdf version made available to the public. Scrutiny of service				
	1	par version made available to the public. Octulity of service				

	performance is evident across the service, at executive lever and by the SFRS Board at committee and board level.						
8	Appendices/Further Reading						
8.1	Appendix A: PDF copy of the SLT & Board Performance Report						
8.2		Further Reading: - Link to Power BI Landing Page.					
Prepared by: Elle		Ellen Gayler, Senior Data Analyst, Business Intelligence Team					
		Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate					
Procented by:		Mark McAteer, Director of Strategic Planning, Performance and Communication					

Links to Strategy and Corporate Values

<u>Strategy</u>

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

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

Outcome 4 - We respond to the impacts of climate change in Scotland and reduce our carbon emissions

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

Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Portfolio Investment Group	16 December 2025	For scrutiny
SFRS Board	18 December 2025	For scrutiny



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SFRS Board/SLT Performance Report



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

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

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

Key contact: Bl@firescotland.gov.uk

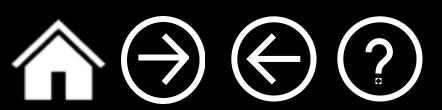




LIVE MANAGEMENT INFORMATION

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

SCOTTISH FIRE AND RESCUE SERVICE





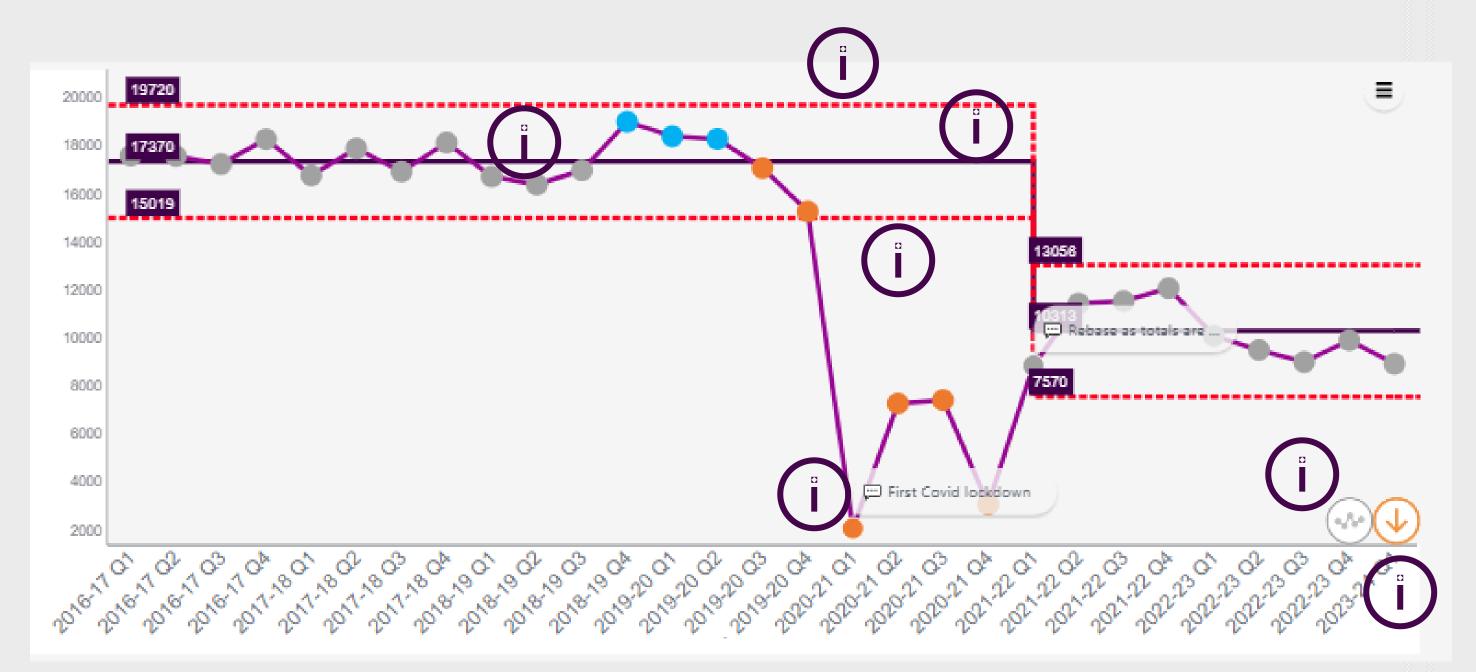
This report presents data over time for each of the quantitative performance measures as detailed in the <u>Performance Management Framework 2023-24</u>, broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

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

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

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



Above: anatomy of a SPC chart

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

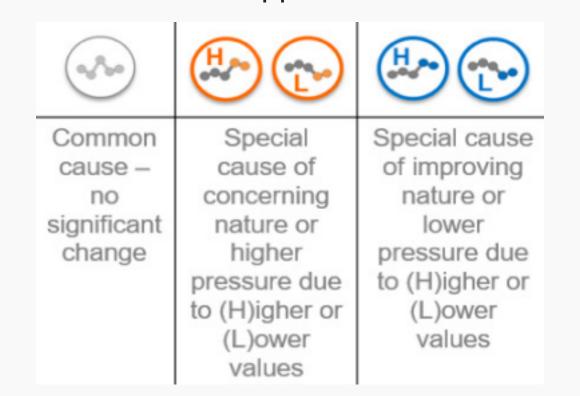
Normally data points will fall between the upper and lower control limits. If any of the following scenarios apply, the change needs to be investigated and an explanation provided. Over time this lets us analyse performance in a meaningful way.

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

A BLUE data point indicates where improvement appears to lie.

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

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



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

Data source for this report:

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



Frequency of update:

This report will be updated quarterly.







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



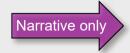
OUTCOME 02 (Response)

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



OUTCOME 03 (Innovation & Modernisation)

We value and demonstrate innovation across all areas of our work.



OUTCOME 04 (Climate Change)

We respond to the impacts of climate change in Scotland and reduce our carbon emissions.



OUTCOME 05 (Effective Governance &

Performance)

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



OUTCOME 06 (People)

The experience of those who work for SFRS improves as we are the best employer we can be.



OUTCOME 07 (Partnership)

Community safety and wellbeing improves as we work effectively with our partners.















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

KPI ▲	Indicator	Purpose	Geography	Frequency	Target	Business Area
01	Number of fires in non-domestic buildings (as defined in Part 3 of Fire (Scotland) Act 2005)	SFRS aim to supporting business owners to protect Scotland's non-domestic buildings and premises and this means driving down non-domestic fires.	National	Quarterly	Reduce against previous year	Service Delivery Areas
02	Number of deliberate primary fires	SFRS aims to improve community safety and wellbeing within the domestic environment, as well as reduce significant impact on communities and partner agencies caused by deliberate fires.	National	Quarterly	Reduce against previous year	Service Delivery Areas
03	Number of refuse and vehicle fires	SFRS aims to support business owners and individuals to increase the safety of their premises and property	National	Quarterly	Reduce against previous year	Service Delivery Areas
04	Number of fire fatalities	SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occuring is a key goal.	National	Quarterly	Reduce against previous year	Service Delivery Areas
05	Number of fire casualties	SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities and sustained behaviour change in the home. This should reflect reduced victims of fire.	National	Quarterly	Reduce against previous year	Service Delivery Areas
06	Number of Home Fire Safety Visits conducted	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	50,000 (annually)	Prevention, Protection and Preparedness
07	% of Home Fire Safety Visits conducted for vulnerable groups	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.	National	Quarterly	Increase against previous year	Prevention, Protection and Preparedness
08	% Home Fire Safety Visits from partner referrals	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.	National	Quarterly	Track (2023/24 tracking is required to set a baseline)	Prevention, Protection and Preparedness
09	Number of fire safety audits completed in accordance with Fire Safety Enforcement Framework	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.	National	Quarterly	100% of premises identified within the Local Enforcement Delivery Plans (LEDP)	Prevention, Protection and Preparedness
10	Total number of accidental dwelling fires	SFRS has committed to preventing problems from arising by engaging with partners and communites to reduce risk and encourage positive behavioural change within homes	National	Quarterly	Reduce against previous year	Service Delivery Areas
11	% of accidental dwelling fires classed as High Severity	SFRS has committed to preventing problems from arising by engaging with partners and communites to reduce risk and encourage positive behavioural change within homes	National	Quarterly	Reduce against previous year	Service Delivery Areas













Prevention and Protection

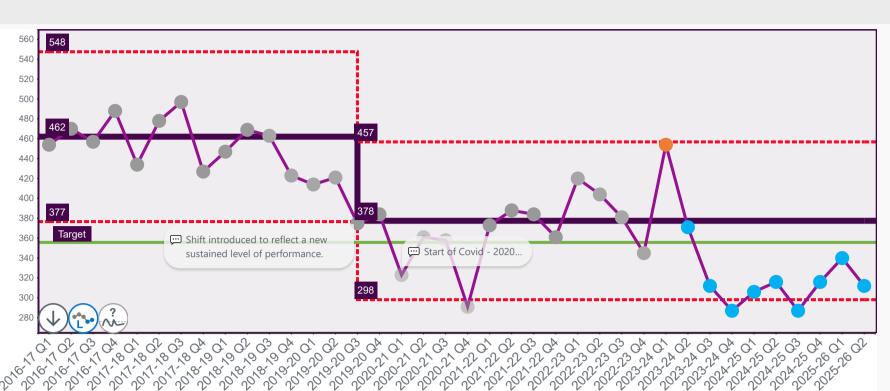
Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.





and this means driving down non-domestic fires.

Non-domestic Building Fires





Reduce against previous year

OWNER:

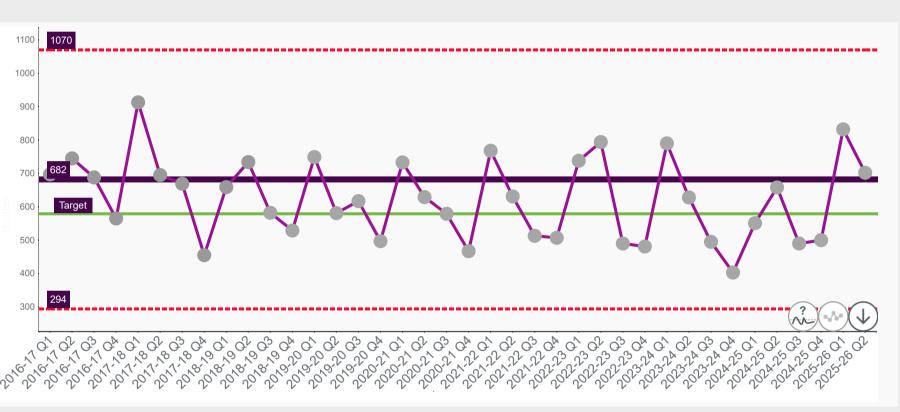
Head of Service Delivery - East

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.

Deliberate Primary Fires

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



Reduce against previous year

OWNER:

Delivery - East

Head of Service

SUMMARY

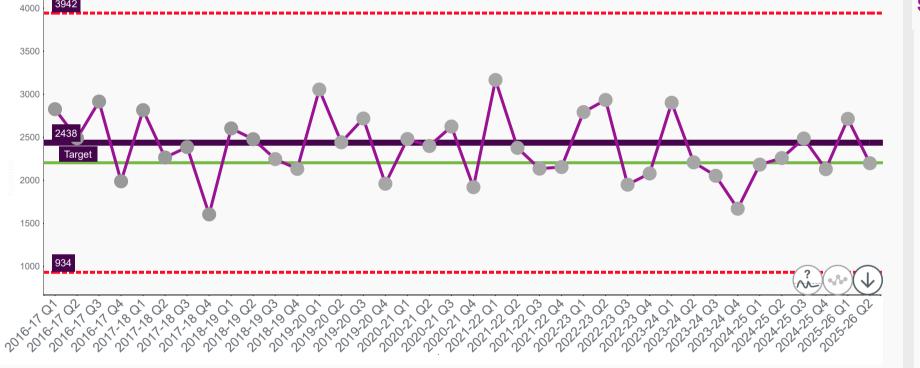
Continued prevention activities within both domestic and non domestic settings. Data should be used to identify and drive appropriate prevention activities.

KPI 3

PURPOSE:

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

Refuse and Vehicle Fires



Reduce against previous year

OWNER:

Delivery - East

Head of Service

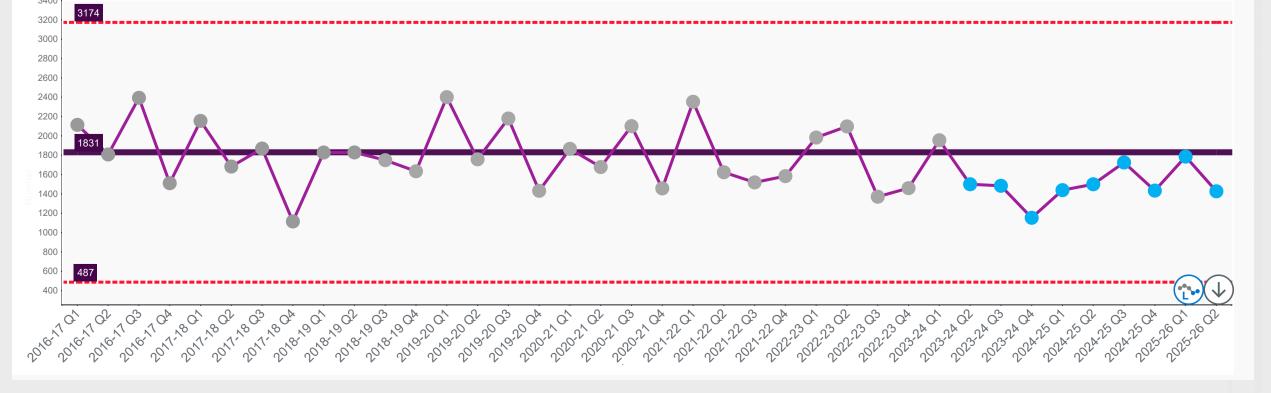
SUMMARY

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.

Prevention and Protection





KPI 4

health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occuring is a key goal.



Reduce against previous year

OWNER:

Delivery - East

Head of Service



SUMMARY

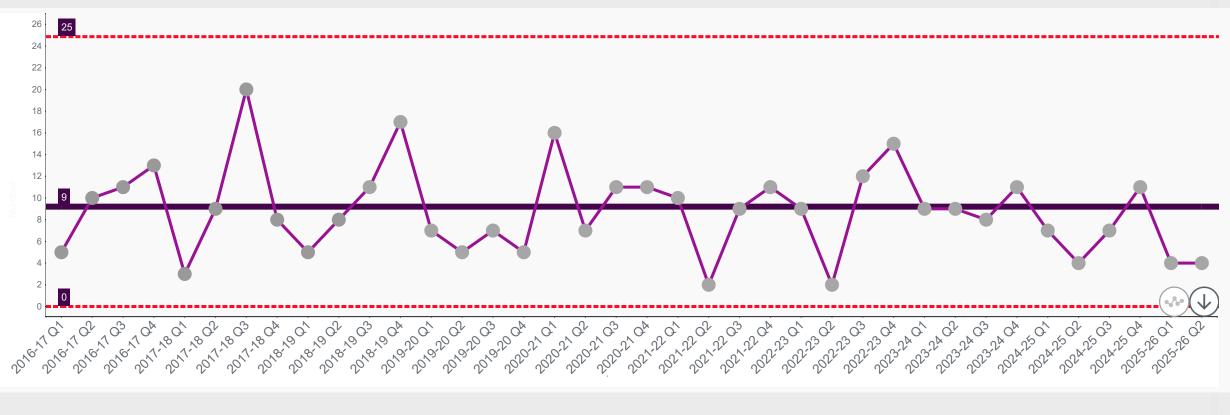
data, however show a decrease from previous quarter. We continue to apply post incident multi agency case conferences to assess and identify causes and any common trends, which may inform future prevention measures.

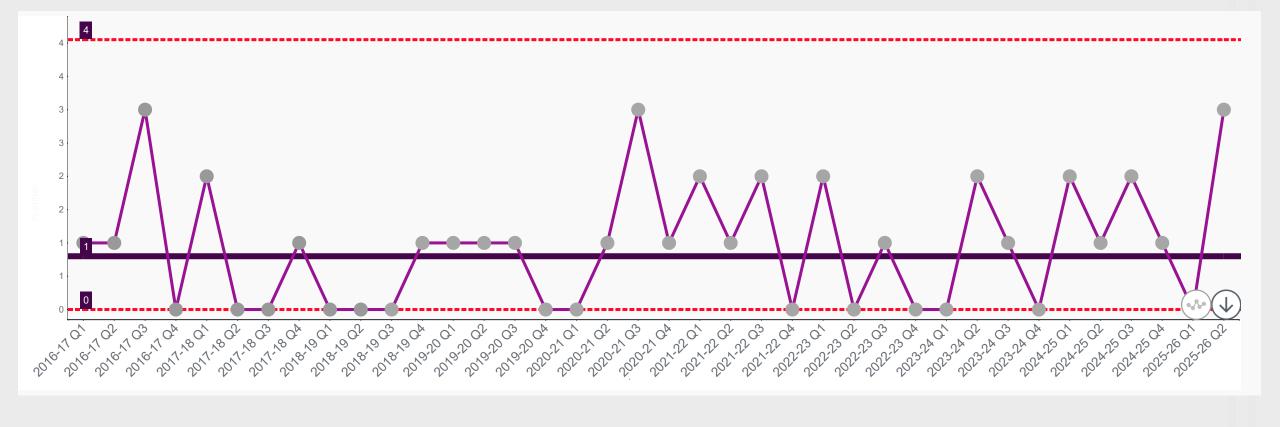
Fire fatality numbers remain generally consistent with previous



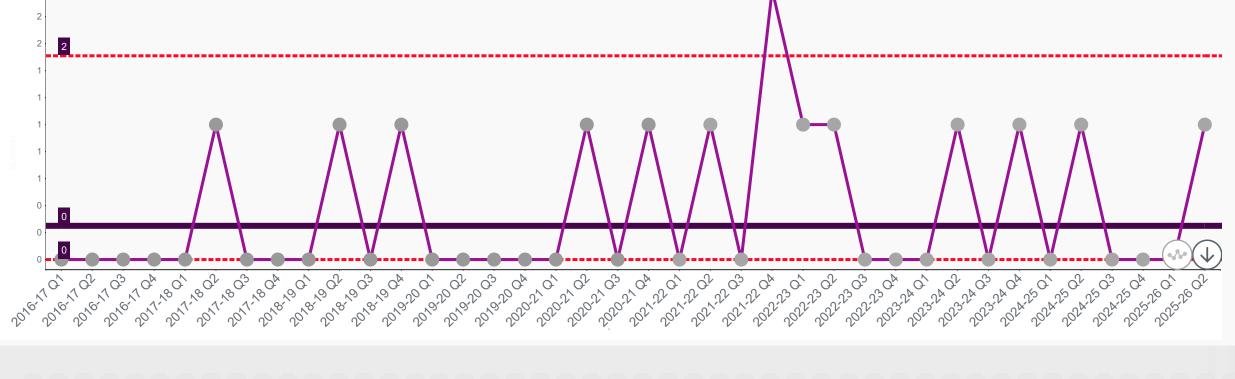
Vehicle Fire Fatalities

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Outdoor Fire Fatalities



PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities and sustained behaviour change in the home. This should reflect reduced victims of fire.

KPI 5

300

250

200

100

50

250

138 rget

Fire Casualties

Shift to reflect a long..



OWNER:

Reduce against previous year

Head of Service

Delivery - East

This KPI is subject to seasonal trends.

Our main prevention activity will

continue to be Home fire safety

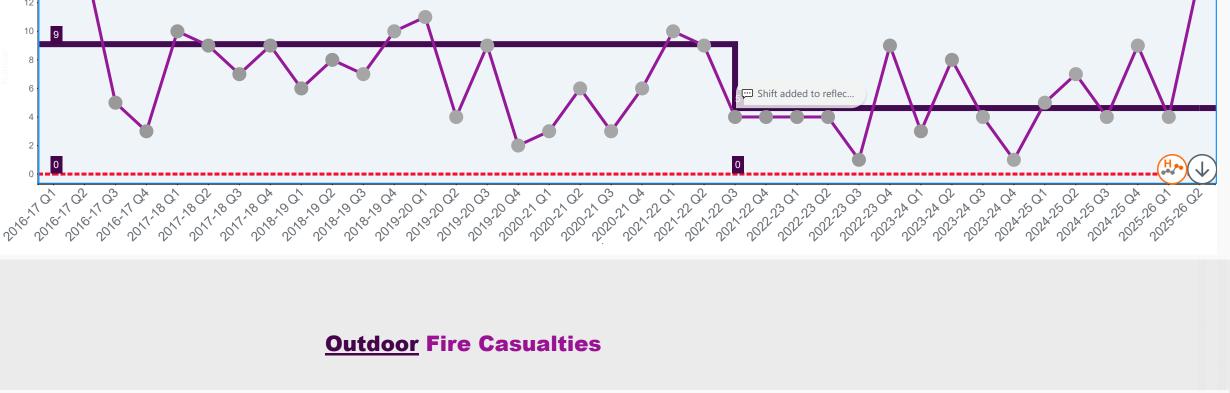
visits and community education.

Serious fire casualties will include multi agency case study approach.

19

Building Fire Casualties







19717

15018

Target

20000

18000

16000

14000

12000

10000

8000

6000

4000

2000

PURPOSE:

Prevention and Protection











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

Fire Fatalities is the most severe outcome of any fire and reducing this occuring is a key goal.

First Covid lockdown

KPI 6 Number of Home Fire Safety Visits conducted SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. **PURPOSE:**

50,000 (annually)

OWNER:

Head of Prevention, Protection and Prepare...

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.



changed.

should assist in reducing fire fatalities and casualties in dwellings across Scotland. This KPI is no longer relevant as the method of

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

assessing the risk level of home fire safety visits has

Increase against previous year **OWNER:**

Head of Prevention, Protection and Prepare...

SUMMARY

a criteria are offered a visit which means this measure is no longer valid.

A policy change in February 2025 means there are no longer categories for Low, Medium and High-Risk visits. Only those meeting

KPI 8

KPI 9

PURPOSE:

1400

PURPOSE:

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

The KPI demonstrates the organisations commitment to providing advice, information to members

requirements to provide advice, information and details on means of escape. This should assist in reducing fire fatalities and casualties in dwellings across Scotland.

% Partner Referral of Home Fire Safety Visits

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

OWNER:

Head of Prevention, Protection and Prepare...

Track (2023/24 tracking is

required to set a baseline)

SUMMARY

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

available for reporting.

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

Overall, it demonstrates the effective delivery of enforcement in non domestic premises in the Service. 2879 2800 2600 2400

Fire Safety Audits Completed

2200 1800 1600 Baseline not being r 1200 1000 800 600 400 200 20,87,902 2018,19 03 2018-1901

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

accordance with the perceived risk.

OWNER:

Protection and Prepare... **SUMMARY**

Head of Prevention,

100% of premises identified

within the Local Enforcement Delivery Plans (LEDP)

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.

Audit performance is expected to

maintain a consistent approach

KPI 10

PURPOSE:

1450

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

Accidental Dwelling Fires

1406 1350



OWNER:

SUMMARY

Delivery - East

Head of Service

Reduce against previous year

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

11.0%

10.0%

9.0%

8.0%

7.0%

5.0%

4.0%

3.0%

2.0%

Target

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

10/8/9 O3

2018/1901 20,8,902

% of accidental dwelling fires classed as High Severity



- East

Head of Service Delivery

Reduce against previous year

SUMMARY

Prevention activities to be informed

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.

by previous data, this will include

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

KPI ▲	Indicator	Purpose	Geography	Frequency	Target	Business Area	
12	Number of incidents attended	SFRS aim to ensure the right resources are available and deployed to meet the changing risks and needs of the community post covid.	National	Quarterly	Track	Service Delivery Areas	
13	Number of non-refuse secondary fires	SFRS will build upon knowledge of communities to meet the changing risks and needs, working with partners to improve community safety	National	Quarterly	Reduce against previous year	Service Delivery Areas	
14	Response times to life-risk incidents - National	SFRS are adapting to the changing risks of communities and using a place based approach in how they respond	National	Quarterly	Reduce against previous year	Service Delivery Areas	
14	Response times to life-risk incidents - SDA	SFRS are adapting to the changing risks of communities and using a place based approach in how they respond	SDA	Quarterly	Reduce against previous year	Service Delivery Areas	
15	Call Handling Times to life-risk incidents - National	SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents	National	Quarterly	Reduce against previous year	Service Delivery Areas	
15	Call Handling Times to life-risk incidents - SDA	SFRS are adapting to the changing risks of communities and using a place based approach in how they manage, train and respond to incidents	SDA	Quarterly	Reduce against previous year	Service Delivery Areas	
16	On Call first appliance availability	Percentage of time On Call fire appliances (stations) are available to respond to operational incidents.	National	Quarterly	Increase against previous year	Operations	
17	Wholetime appliance availability	Percentage of time wholetime fire appliances are available (on the run) this data comprises both dayshift availability and nightshift availability.	National	Quarterly	% compliance against confidence levels	Operations	
18	Number of inspections carried out in line with Operational Intelligence Framework	The number of fully completed OI inspections carried out. Premises that require OI inspections are categorised as Very High, High, Medium, Low or Very Low risk level.	National	Quarterly	Track	Prevention, Protection and Preparedness	
19	Number of audit actions arising from Operational Assurance processes	This KPI demonstrates the number of significant recommendations identified through Operational Assurance Debrief Processes. To be included in a reporting period, these recommendations have to be approved by the Safety and Assurance Sub Group (SASG).	National	Quarterly	Track	Safety and Assurance	
20	Number of hydrant inspections carried out	Hydrant inspections have a role in ensuring public safety and effective emergency response. Hydrants serve as critical water sources for operations, and their functionality is paramount during emergencies.	National	Quarterly	Track	Prevention, Protection and Preparedness	
21	Number of Unwanted Fire Alarm Signal incidents attended in non- domestic premises	SFRS aim to more efficiently responding to false fire alarm calls and improving road safety by reducing the number of blue light journeys we make to them.	National	Quarterly	Reduce against previous year	Service Delivery Areas	
22	% of completion of Operational Core Skills modules against training requirement	Percentage of completion of Operational Core Skills modules against Training for Operational Competence Framework which covers Wholetime/On-call/ Day Duty Systems.	National	Quarterly	95%	Training	
23	% of completion of Advanced, Support and Emerging Risks Modules against training requirement	Percentage of completion of Advanced, Support and Emerging Risks Modules against the Training for Operational Competence Framework which covers Wholetime/On-call/ Day Duty Systems.	National	Quarterly	95%	Training	
24	% completion of Flexi Duty Officers against training programme	Percentage of completion of Flexi Duty Officer Modules against the Training for Operational Competence Framework which cover Flexi Duty Officers.	National	Quarterly	95%	Training	
25	% of completion of Incident Command currency following National Training Standards	Percentage of completion of Incident Command currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.	National	Quarterly	91%	Training	
26	% of completion of Core Skills currency following National Training Standards	Percentage of completion of Core Skills currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.	National	Quarterly	73%	Training	
27	% of completion of Specialist Rescue currency following National Training Standards	Percentage of completion of Specialist Rescue currency against the National Training Standard courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.	National	Quarterly	92%	Training	
28	% of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan	Percentage of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan	National	Quarterly	95%	Training	
29	Training Function Course Delivery (Candidate Satisfaction %)	Percentage of candidate satisfaction against Training Function Course Delivery	National	Quarterly	95%	Training	
30	Number of incidents attended at the request of other agencies	SFRS are committed to training with partners to improve community safety and effectively manage incidents.	National	Quarterly	Track	Service Delivery Areas	
31	Number of effect entry/exit incidents attended	SFRS aims to ensure we are focused on effective and appropriate response to the changing risks within our communities	National	Quarterly	Track	Service Delivery Areas	

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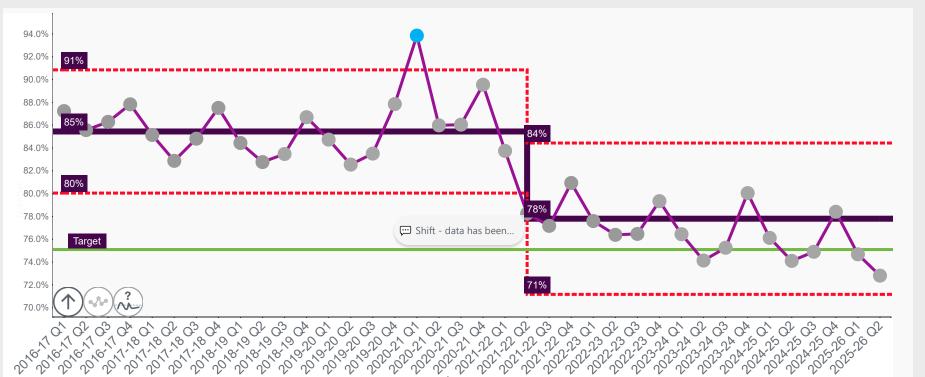
Response

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





Percentage of time On Call fire appliances (stations) are available to respond to operational incidents.



Increase against previous year

OWNER:

Head of Operations

SUMMARY

The On Call Strategic Coordination **Group & Operational Delivery** DACOs and LSOs continue to monitor performance through monthly continuous improvement forums. No anticipated changes to performance expected.



dayshift availability and nightshift availability.

Wholetime Availability



OWNER:

Head of Operations

% compliance against

confidence levels

SUMMARY

managed by the Operations Central Staffing Function supported by the Overtime Availability Group (OAG) and remains within the tolerance levels around 96-97% for the period

Wholetime Appliance Availability is

PURPOSE: The number of fully completed OI inspections carried out. Premises that require OI inspections are categorised as Very High, High, Medium, Low or Very Low risk level.

Operational Intelligence Inspections





Head of Prevention,

Track

SUMMARY

otection and Preparedn...

LSO area, to better manage OI within LSO areas, a methodology for the identification of Premises which require OI on as well as streamlining current Portfolios, this should increase capacity to meet agreed OI KPIs

The OI Dept is currently working

on, in collaboration with Lanarkshire

KPI 19

PURPOSE:

KPI 17

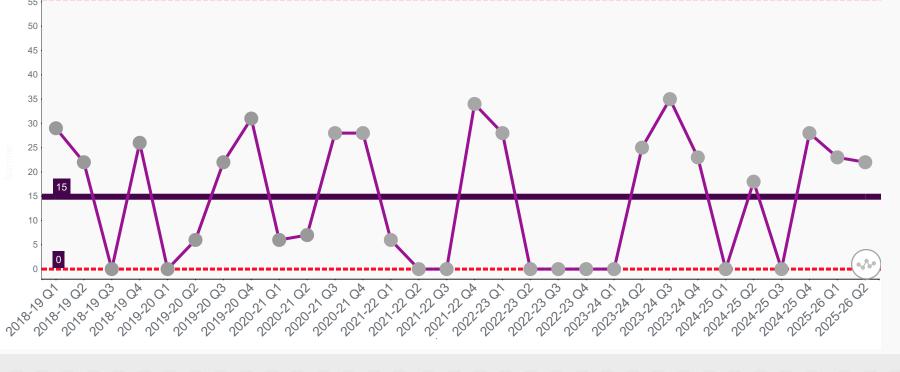
PURPOSE:

KPI 18

This KPI demonstrates the number of significant recommendations identified through Operational Assurance Debrief Processes. To be included in a reporting period, these recommendations have

Ops Assurance Audit Actions

to be approved by the Safety and Assurance Sub Group (SASG).





Head of Safety and Assurance

Track

SUMMARY

Q2 from the following 3 Debriefs: **ENVA Recycling, Kinghorne Place** and Storm Eowyn

22 actions have progressed to

Organisational Learning Group in

Actions from debriefs continue to be progressed by the risk owner and

managed through the Organisational Learning Group.

KPI 20

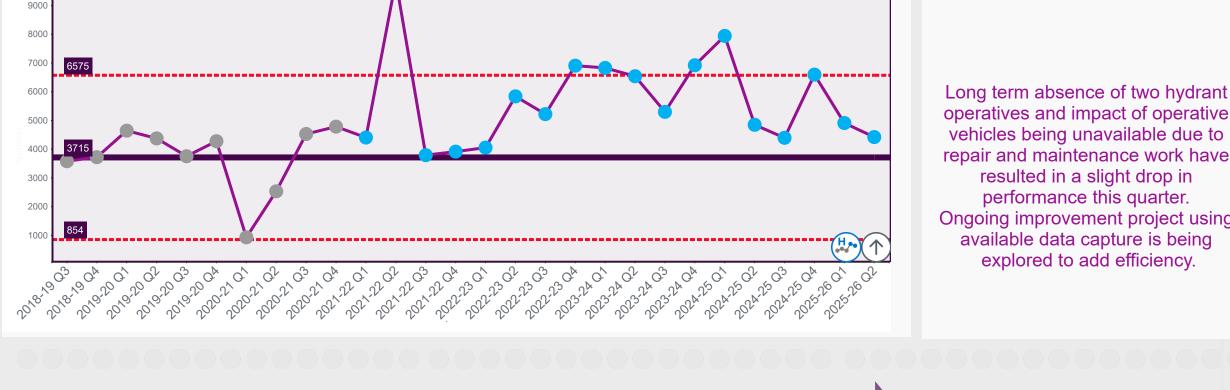
PURPOSE:

10000

Hydrant inspections have a role in ensuring public safety and effective emergency response. Hydrants serve as critical water sources for operations, and their functionality is paramount during

Hydrant Inspections

emergencies.





Head of Prevention, Protection and Prepare...

Track

SUMMARY

vehicles being unavailable due to repair and maintenance work have resulted in a slight drop in performance this quarter. Ongoing improvement project using available data capture is being explored to add efficiency.

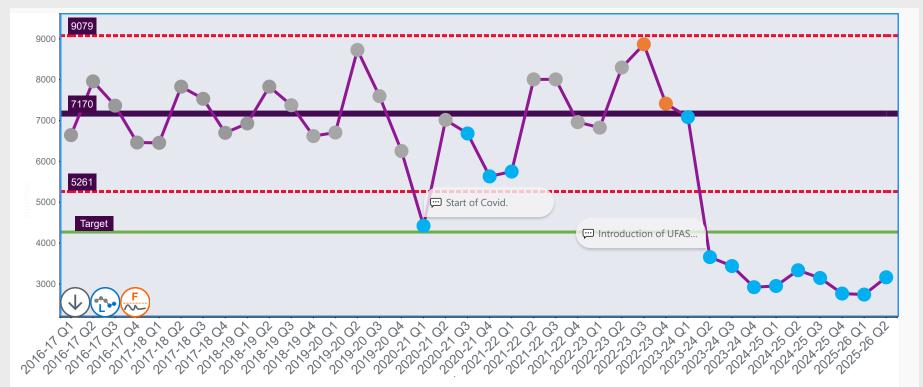
KPI 21

PURPOSE:

SFRS aim to more efficiently responding to false fire alarm calls and improving road safety by

Unwanted Fire Alarm Signal (UFAS) Incidents

reducing the number of blue light journeys we make to them.





Head of Service Delivery - East

Reduce against previous year

SUMMARY

we will continue to engage with duty holders to highlight their responsibilities and continue to apply robust call challenging procedures within ops control.

Continued decrease in UFAS and

KPI 22

PURPOSE:

95.0%

85.0%

80.0%

75.0%

70.0%

KPI 23

KPI 24

KPI 25

98%

94%

93%

92%

KPI 26

95.0%

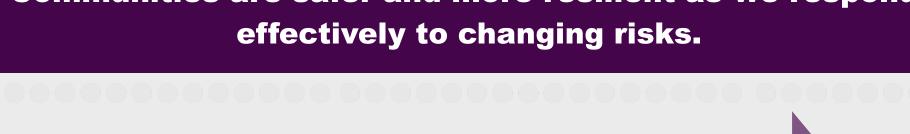
KPI 27

PURPOSE:

Target

Response

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



% Core Skills Modules Completed

Percentage of completion of Operational Core Skills modules against Training for Operational

Competence Framework which covers Wholetime/On-call/ Day Duty Systems.



95%

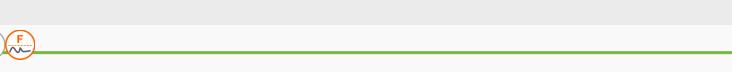
Head of Training



The Training Function team collaborates with Local Senior Officer (LSO) Area teams to promote completion of mandatory **Training for Operational** Competence. The use of LSO performance meetings, online engagement sessions, and station visits aim to boost completion rates in future quarters.



% Advanced, Support & Emerging Risks Modules Completed



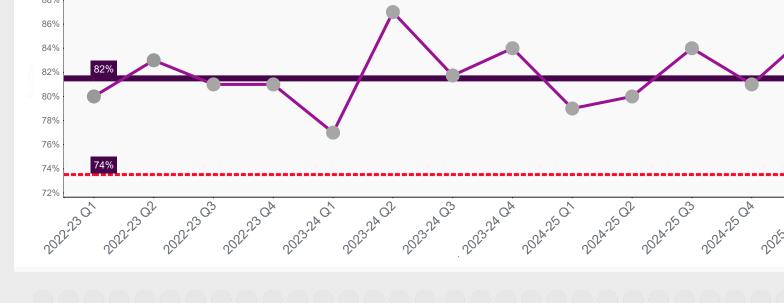
Systems.



95%

SUMMARY

Head of Training



% Flexi Officer Module Completion

Area teams to promote completion of mandatory Training for Operational Competence. The use of LSO performance meetings, online engagement sessions, and station visits aim to boost completion rates in future quarters.

Training Function team collaborates with Local Senior Officer (LSO)

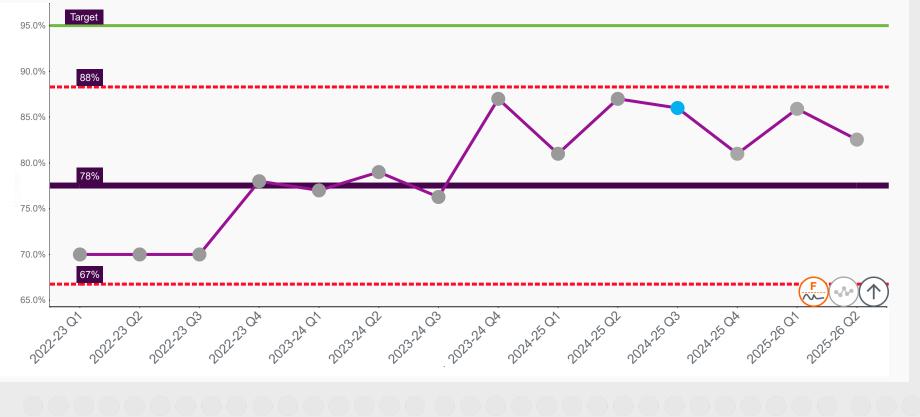
PURPOSE: Percentage of completion of Flexi Duty Officer Modules against the Training for Operational Competence Framework which cover Flexi Duty Officers.



Head of Training

95%

SUMMARY



Training Function team collaborates

completion of mandatory Training for Operational Competence for Flexi Duty Officers. Ongoing communication and sharing of data analysis are anticipated to boost completion rates in future quarters.

with both Service Delivery &

Directorate teams to promote

Percentage of completion of Incident Command currency against the National Training Standard **PURPOSE:** courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

% Incident Command Course Currency



SUMMARY

Head of Training

91%

Incident Command (IC) team collaborates with Central Staffing

and Workforce Planning to provide necessary acquisition and refresher training. Ongoing communication, planning, and scheduling ensure sufficient IC courses, and any management actions required regarding attendance to improve performance.

Percentage of completion of Core Skills currency against the National Training Standard **PURPOSE:**

courses which focus on the acquisition and refresher courses delivered by the Training Function

to provide/maintain currency of operational personnel.

% Core Skills Currency



OWNER:

Head of Training

73%

SUMMARY

and Workforce Planning to provide necessary acquisition and refresher courses. Ongoing, planning, and scheduling ensure sufficient Core skill courses, and any management actions required regarding attendance to improve performance.

collaborates with Central Staffing

courses which focus on the acquisition and refresher courses delivered by the Training Function to provide/maintain currency of operational personnel.

Percentage of completion of Specialist Rescue currency against the National Training Standard

% Specialist Rescue Currency





92%

SUMMARY

Head of Training

and Workforce Planning to provide necessary acquisition and refresher courses. Ongoing, planning, and scheduling ensure sufficient Specialist Rescue courses, and any management actions required regarding attendance to improve performance.

The Specialist Rescue team

collaborates with Central Staffing

KPI 28

95.5%

95.0%

2020:27 02

PURPOSE:

Target

2020-21 02







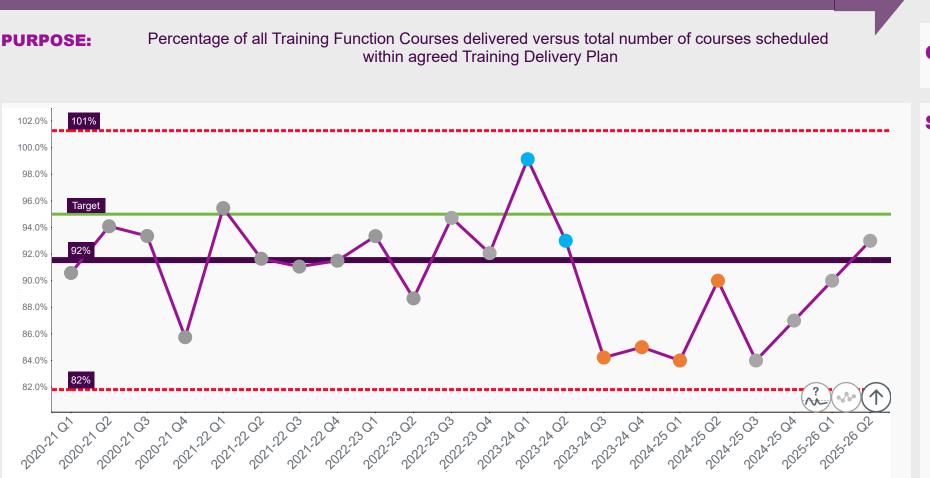




Response

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





% Training Function Currency

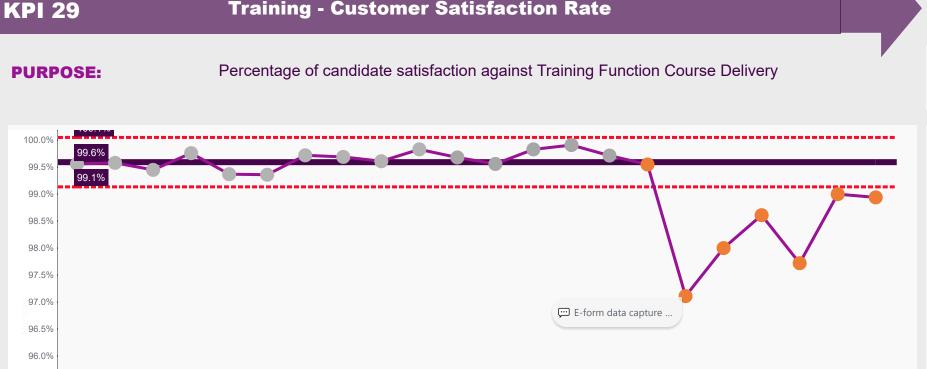
95%

OWNER:

Head of Training

SUMMARY

Training Management team monitor all courses scheduled within the training delivery plan to ensure they remain achievable. Including merging low-attendance courses, exploring course venues, instructor availability and capacity, working collaboratively with Central Staffing to improve performance.



95%

OWNER:

Head of Training

SUMMARY

The Training Management team actively encourage the completion of candidate surveys, monitoring and taking appropriate action, all with the aim of improving the candidate experience at all training centres/venues.

KPI 30 Assist Other Agencies Incidents

202,2203

202,2201

2021-22 04

2021-23-01

SFRS are committed to training with partners to improve community safety and effectively manage **PURPOSE:** incidents.

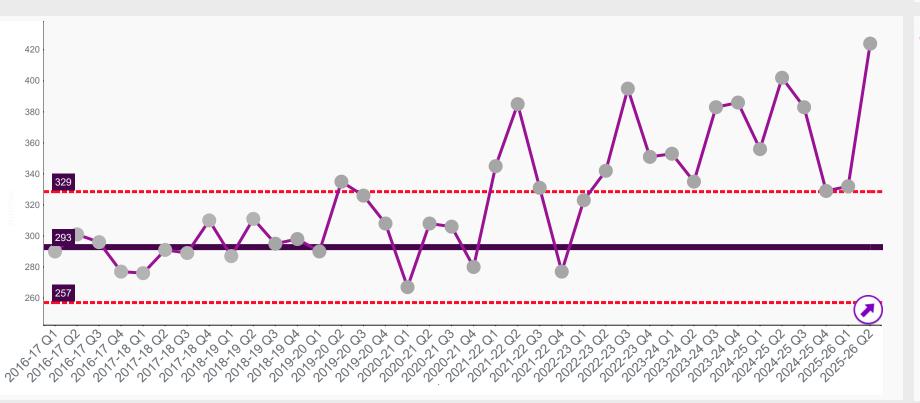
2022-23-02

2022-23-03

2022304

2023-24-01

2023-24 QA



2024-25 03

202A-75 QA

2025-26-01

Track

OWNER:

Delivery - East

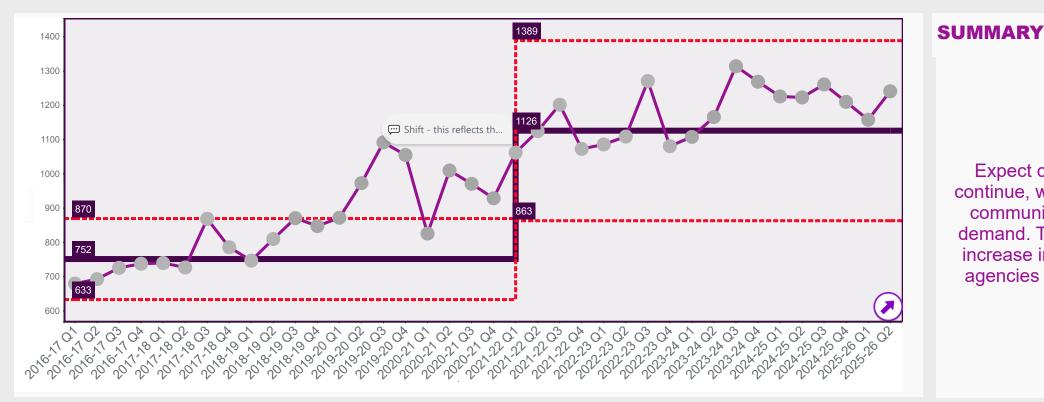
Head of Service

SUMMARY

Expect demand for this type of incident to continue, which reflects changes in community risk. We have experienced an increase in requests from partner agencies to access fire & rescue capabilities from previous quarter.

KPI 31 Effect Entry/Exit Incidents

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





Track

Head of Service Delivery - East

Expect consistent trend line to continue, which reflects changes in community risk and operational demand. This also reflects a slight increase in requests from partner agencies to access fire & rescue capabilities.









We value and demonstrate innovation across all areas of our work.

There are no Key Performance Indicators for this Outcome.

NARRATIVE

TECHNOLOGY

Operations Civtech

Scottish Fire and Rescue Service (SFRS) have entered into a Pre-Commercial Agreement (PCA) phase, working with Rowden technologies to develop a minimum viable product (MVP) to improve situational awareness before, during, and after incidents. The solution provides incident commanders with an application which gives a shared operational picture on the incident ground, supporting risk management, communication and incident co-ordination. Rowden have held workshops with key stakeholders and are liaising with stakeholders across the service including Operations, Operations Control, Incident Command and DaTS colleagues to progress development of the product.

Work continues to initiate a Pre-Commercial Agreement collaborating with Professor Anna Stec to enhance how we manage fire contaminants

through the use of wearable devices that track key health indicators such as skin and core body temperature, breathing rate, and heart rate. The solution will also use lateral flow tests to provide markers that indicate exposure to hazardous substances commonly found in fire environments. The PCA is expected to begin November 2025.

Safety and Assurance

Operational Assurance (OA) Daily Incident Activity Review

The OA team within SFRS has started using Copilot to efficiently summarise large volumes of operational data, significantly enhancing our ability to support frontline crews and strategic decision-makers. OA routinely reviews detailed incident debriefs, training evaluations, risk assessments, and performance metrics to identify areas for improvement and ensure compliance with service standards. Copilot allows SFRS to quickly extract key insights, identify recurring themes, and present clear, actionable summaries. This not only streamlines our reporting processes but also strengthens situational awareness and operational learning, allowing us to focus more on driving improvements and less on manual data handling—ultimately contributing to a safer, more effective fire and rescue service.

Prevention

ArcGeographical Information System (GIS) software (ESRI) Artificial Intelligence (AI) Chatbot

The Community Risk Index Model (CRIM) team are making increasing use of the dedicated ArcGIS software (ESRI) AI Chatbot to resolve technical issues within the Arc core suite of applications. The Chatbot enhances productivity in ArcGIS workflows by offering instant, accurate, context-specific guidance & solutions on tools, parameters and data management without the need to search complex documentation. Answers are pulled from the

ESRI's entire technical documentation library, including support articles, frequently asked questions and product guides. Use of the AI reduces troubleshooting time and bottlenecks in workflow resolution. It also reduces the logging of Digital and Technological Service (DaTS) Service Desk tickets while freeing up time for DaTS and GIS professionals to return to project-critical work. The Chatbot also automates repetitive tasks, shortens learning curves for staff and integrates with tools like ArcGIS Online Dashboards for real-time updates.

SKILLS

Training

XVR Immersive software

XVR is a cutting-edge immersive simulation platform designed to create realistic digital training environments that enhance incident management capabilities within emergency services. The Training Function has harnessed this technology to develop interactive learning modules that support the ongoing skills maintenance of our Firefighters. In collaboration with the Incident Command team, the Learning & E-Development team has also designed a highly realistic scenario to assess and strengthen decision-making skills among our Incident Commanders. This scenario was recently delivered to our Flexi Duty Officers as part of their continuous professional development, helping to deepen operational knowledge and reinforce

Firefighter safety. Looking ahead, additional scenarios will be developed, providing the Scottish Fire and Rescue Service with a powerful tool to safely and effectively test incident ground decision-making in a controlled environment.

Workforce Pro

In July, the Learning & E-Development team successfully launched the newly procured Workforce Pro training recording system for Support Staff. This system complements the existing PDRpro platform used by Operational colleagues, enabling the Scottish Fire and Rescue Service to plan, schedule, and record organisational learning for all employees. By aligning both systems, we ensure that mandatory training is consistently

planned and documented across the organisation, supporting compliance with legal responsibilities and maintaining current standards. The next phase of development will focus on tailoring learning pathways to meet the specific needs of individual Directorates, Functions, Teams, and even employees—ensuring a more personalised and strategic approach to workforce development.

PROCESS

DaTS Application Catalogue

In order to provide DaTS with a digital repository of Applications used by SFRS, the Business Solutions team have developed an Application Catalogue. Using the Mendix platform, the Application Catalogue provides a register of all Apps currently (and previously) used by SFRS and also tracks related Server, Database and Contract data. In addition, these Data Sets are interlinked, with two-way dependencies creating relationships which can then be used to assess the integrity of items should their dependencies be downed or decommissioned etc.

To present this relationship data, the App Catalogue also features Relationship Diagrams for each registered app as a quick and convenient visual representation of an App and all its branching dependencies. These Diagrams are automatically constructed in the background when related dependency fields are populated. To supplement this. Application details relating to life cycle can be used to build Systems Roadmaps allowing Apps to be tracked throughout their operational life cycle. The ability to construct individual roadmaps within the App Catalogue compliments planning and strategy by helping to identify Apps that need updated and those that require decommission and replacement.

Courier request eForm

The DaTS Contracts and Compliance team has recently partnered with Solutions to introduce a new, more efficient eForm process for managing courier requests. This improvement is designed to streamline how courier requests are submitted, tracked, and organised, making the experience quicker and more consistent for everyone involved. Looking ahead, DaTS are committed to further enhancing efficiency by developing additional eForms within Contracts and Compliance. Upcoming initiatives include simplified processes for requesting purchase orders and arranging travel, ensuring that these essential tasks are easier, faster, and more user-friendly.

Training

Wholetime (WT) Practical Selection Tests (PSTs) - Calculation Test

The WT PST Calculation Test has been revised, in collaboration with the People Directorate, to reflect operational requirements. The updated format ensures candidates are assessed on their ability to process both spoken and written information: the first six questions are read aloud to simulate responding to verbal commands at operational incidents, while the remaining six are provided for candidates to read and complete independently.

West Service Delivery Area (SDA) - East and West Dunbartonshire, Argyll and Bute (EWDAB)

<u>Supporting Women in the Fire Service – EWDAB Recruitment Event</u>

This recruitment session held at Bishopbriggs Fire Station aimed to encourage more women to consider a career in the fire service, in Wholetime operational roles. The event was part of a broader initiative to address gender imbalance and promote inclusivity within the SFRS. There was strong engagement from attendees, with positive feedback on the openness and encouragement shown throughout the session, female firefighters shared real-life stories to help break down stereotypes and showcase the diverse nature of the role. Discussion took place around support structures, including mentorship, inclusive policies, and career development pathways. The event emphasised SFRS's Positive Action Strategy to attract and retain candidates from underrepresented groups, reinforcing our dedication to building a workforce that reflects the communities it serves and demonstrating a clear pathway for women to thrive in operational firefighting roles.

Service Delivery Areas (SDAs)

Use of Social Media to target local recruitment

Local SDAs are increasing their social media presence, particularly through Meta platforms such as Facebook and Instagram. SDAs have been actively designing and producing bespoke digital content tailored specifically to their area, with the aim of showcasing opportunities available within the service and highlighting the vital role played by our On Call and Volunteer staff. The content includes promotional materials, staff profiles, community impact stories, and recruitment messaging, all crafted to resonate with local audiences. To maximise reach and effectiveness, SDAs are utilising targeted advertising on these platforms. This allows SFRS to deliver specific messages to carefully selected demographics based on location, interests, and other relevant criteria - ensuring that our recruitment efforts are both strategic and impactful. In addition, SFRS have been identifying and engaging with local community groups and pages on these platforms, enabling us to post directly into spaces where potential recruits are most likely to see and respond to our messaging. This grassroots approach helps foster stronger connections with the communities we serve and reinforces the visibility of the on-call role as a meaningful and accessible opportunity.

COLLABORATION

West SDA – Lanarkshire and East Renfrewshire, Renfrewshire and Inverclyde

Wise Group Partnership

SFRS have recently been in discussions with representatives of the Wise Group who provide Relational Mentoring to families with children on behalf of the Scottish Government. This partnership would see Community Action Team (CAT) signposting appropriate families to the Wise Group who can provide face-to-face mentoring to empower families with things such as:

- Financial budgeting and income maximisation Employability and progressing in work
- Energy advice and advocacy
- Mental Health and wellbeing
- Digital skills training
- Access to training courses and workshops and Engagement with suitable other support services.

Discussions are ongoing to implement this partnership as soon as possible.

North SDA

'Behind the Pager' Event - Aviemore fire station

This emotive and special event which was fully designed by the Aviemore crew, gave each firefighter a chance to say thank you to their family and employers for their support. Family members and employers were invited to the station where they received guidance from the SFRS Wellbeing team on what signs to look for in the event a firefighter may be experiencing mental distress. They also observed a display of firefighter skills delivered by the crew. Each

employer and family member were presented with either a certificate or token of appreciation from each firefighter. Following the event, a local employer has invited SFRS to spend time promoting on call recruitment with their factory staff. A template for the event is being produced which will be shared with other SDAs. https://www.strathspeyherald.co.uk/news/aviemore-fire-fighters-lead-the-way-with-thank-you-event-fo-390777/

24/11/2025







We respond to the impacts of climate change in Scotland and reduce our carbon emissions.

KPI ▲	Indicator	Purpose	Geography	Frequency	Target	Business Area
32	Organisational carbon emissions	Satisfy legal targets in terms of climate change regulations, ensures all emission reductions match SG targets as outlined by Climate Change (Emissions Reduction Targets) (Scotland) Act 2019	National	Quarterly	Reduce annually by 6%	Asset Management
33	Carbon Management Plan 2020-25 Project Funding (Actual) vs Estimated Required Funding	ng (Actual) vs emmissions - prerequisite to success in		Quarterly	100% of estimated funding	Asset Management
34	Recycling rate	Recycling rate and waste to landfill are minimal factors in SFRS impacts on climate change, however there are wider environmental benefits.	National	Quarterly	Increase annually by 5%	Asset Management
57	% of light fleet that are Ultra Low Emission Vehicles	The move towards all light fleet being ULEV	National	Annually	100%	Asset Management



PURPOSE:

PURPOSE:

PURPOSE:











Climate Change

We respond to the impacts of climate change in Scotland and reduce our carbon emissions.





Satisfy legal targets in terms of climate change regulations, ensures all emission reductions match SG targets as outlined by Climate Change (Emissions Reduction Targets) (Scotland) Act 2019



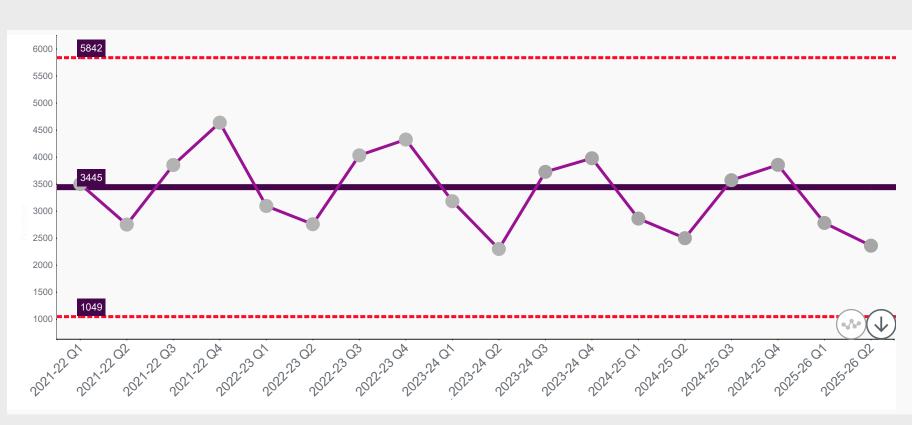
Reduce annually by 6%

OWNER:

Head of Asset Management

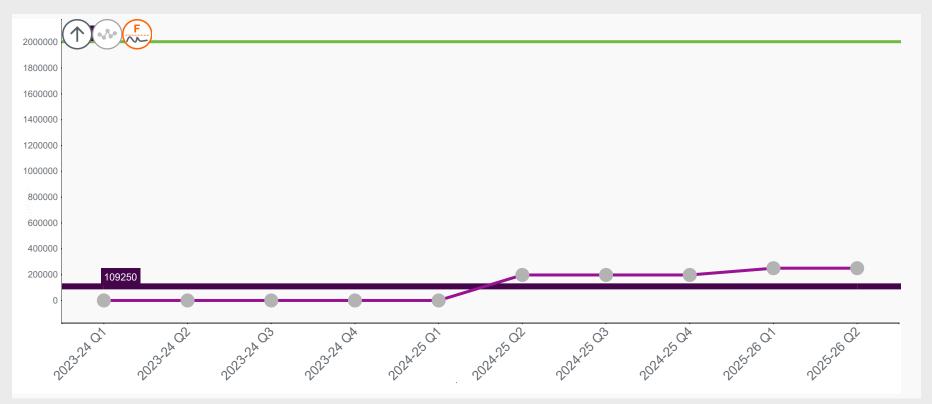
SUMMARY

There is currently no carbon reduction target. Scottish Government are due to publish further details of Scottish public sector carbon budgets on 29th October. The performance during Q2 is a 5% reduction against Q2 24/25.





Major factor in organisationsal carbon emmissions - prerequisite to success in meeting carbon targets.



0

100% of estimated funding

OWNER:

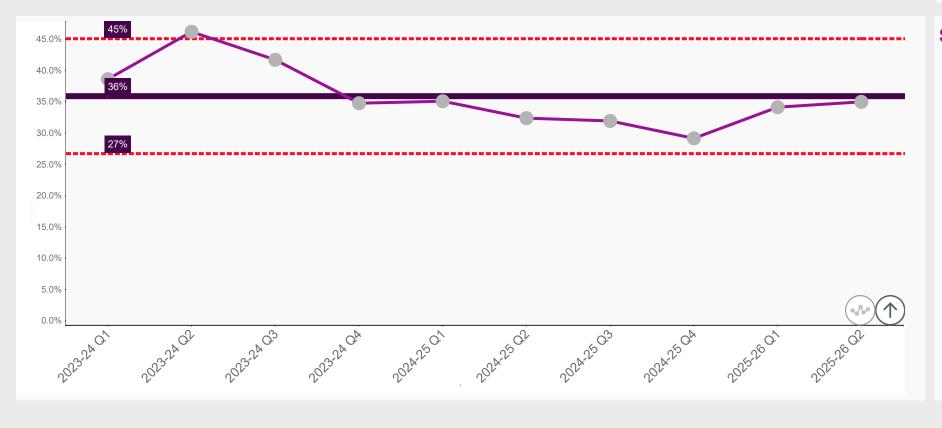
Head of Asset Management

SUMMARY

A capital budget of £1 million was provided for 2025/26. The forthcoming carbon management plan 2025-30 will outline projects totalling £1 million per annum.

KPI 34 Recycling Rate

Recycling rate and waste to landfill are minimal factors in SFRS impacts on climate change, however there are wider environmental benefits.





Increase annually by 5%

OWNER:

Head of Asset Management

SUMMARY

The Service's recycling rate remains relatively static. Support is requested from all building users and PRP's to ensure that waste is segregated into the bin that are provided.









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

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
35	Number of Cyber Security Breaches	To record the number of successful cyber breaches experienced by the Service	National	Quarterly	0	Information and Communication Technology
36	% of subject access requests responded to within the statutory timescales	Demonstrates if we are meeting the statutory timescales of GDPR/Data Protection legislation	National	Quarterly	95%	Corporate Communications
37	Number of Data Breaches	Demonstrates if staff are comlying with GDPR/Data Protection legisation to avoid data breaches	National	Quarterly	0	Corporate Communications
38	% of FOIs responded to within statutory timescales	Demonstrates if we are meeting the statutory timescales of Freedom of Information legislation	National	Quarterly	95%	Corporate Communications
39	Number of confirmed frauds	Unavailable	National	Quarterly	0	Finance and Procurement
40	% of invoices paid in 30 days	Unavailable	National	Quarterly	98%	Finance and Procurement
41	% Service Desk incidents resolved within Service Level Agreement	To demonstrate the level of compliance with Service Level Agreement for dealing with incidents (eg broken equipment or no access to an ICT system or service)	National	Quarterly	85%	Information and Communication Technology
42	% Service Desk requests resolved within Service Level Agreement	To demonstrate the level of compliance with Service Level Agreement for dealing with service requests (eg new or additional equipment or improvement to an ICT system or service)	National	Quarterly	85%	Information and Communication Technology
43	Portfolio Office baseline completion dates vs latest forecast dates	The percentage variance of the forecast completion dates against the baseline completion dates for all projects, aggregated over the change portfolio.	National	Quarterly	Less than 10% slippage from baseline completion date	Portfolio Office
44	Portfolio Office baseline cost vs forecast completion costs	The percentage variance of the forecast completion costs against the baseline completion costs for all projects, aggregated over the change portfolio.	National	Quarterly	Less than 5% slippage from baseline cost	Portfolio Office
45	Portfolio Office cashable benefits realised	The aggregate cashable benefits realised across the change portfolio (in GBP)	National	Quarterly	Increase between reporting period	Portfolio Office
58	Average age of Heavy Fleet	The move towards reducing average age of heavy fleet.	National	Annually	12 years and below	Asset Management
59	Average age of Light Fleet	The move towards reducing the average of light fleet	National	Annually	6 years and below	Asset Management
60a	% of Community Fire Stations in good or satisfactory condition	The overall condition of the property estate	National	Annually	1% increase against previous year	Asset Management
60b	% of Station Gross Internal Area in Good or Satisfactory Condition	The overall condition of the property estate	National	Annually	1% increase against previous year	Asset Management
61	% of Community Fire Stations in good or satisfactory suitability	The overall suitability of the property estate	National	Annually	1% increase against previous year	Asset Management
64	Savings achieved as a % of Resource budget for year	Unavailable	National	Annually	3.5% for 2023/24	Finance and Procurement
65	Total Budget Outturn vs agreed funding (RDEL & CDEL)	Unavailable	National	Annually	Track	Finance and Procurement









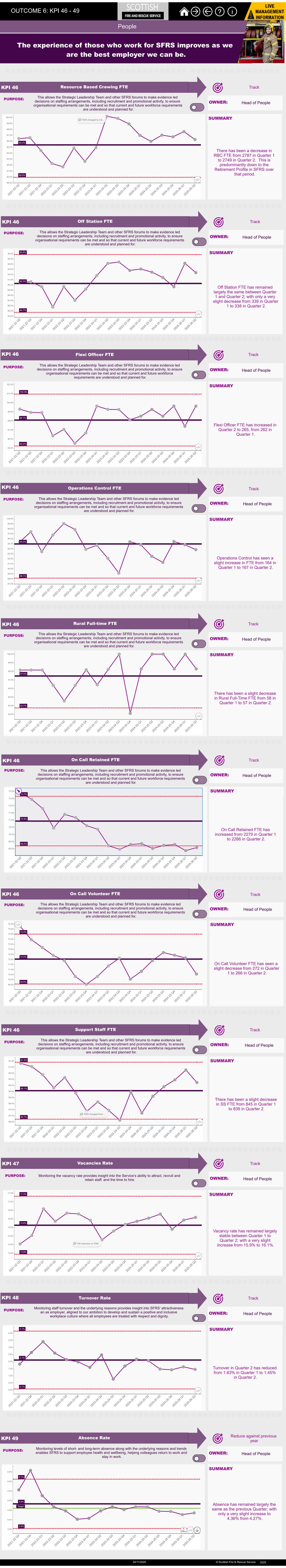




The experience of those who work for SFRS improves as we are the best employer we can be.

KPI	Indicator	Purpose	Geography	Frequency	Target	Business Area
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - Flexi	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - OC	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - OS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - RBC	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - RDS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - RFT	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - SS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
46	Actual Full Time Equivalent (FTE) staff against Target Operating Model - VDS	This allows the Strategic Leadership Team and other SFRS forums to make evidence led decisions on staffing arrangements, including recruitment and promotional activity, to ensure organisational requirements can be met and so that current and future workforce requirements are understood and planned for.	National	Quarterly	Track	People
47	% staff vacancies	Monitoring the vacancy rate provides insight into the Service's ability to attract, recruit and retain staff, and the time to hire.	National	Quarterly	Track	People
48	% staff turnover	Monitoring staff turnover and the underlying reasons provides insight into SFRS' attractiveness an as employer, aligned to our ambition to develop and sustain a positive and inclusive workplace culture where all employees are treated with respect and dignity.	National	Quarterly	Track	People
49	% staff absence	Monitoring levels of short- and long-term absence along with the underlying reasons and trends enables SFRS to support employee health and wellbeing, helping colleagues return to work and stay in work.	National	Quarterly	Reduce against previous year	People
50	Number of incidents in which there was a verbal attack on a firefighter	Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public	National	Quarterly	Reduce against previous year	Safety and Assurance
51	Number of incidents in which there was a physical attack on a firefighter	Demonstrates how many physical attacks have occurred to SFRS personnel by members of the public	National	Quarterly	Reduce against previous year	Safety and Assurance
52	Number of RIDDOR reportable injuries	Demonstrates how many notifations the has been to the HSE which may include death, specified injury, over 7 day injury, non-worker taken to hospital for treatment, dangerous occurance or an occupational disease.	National	Quarterly	Reduce against previous year	Safety and Assurance
53	Number of accidents and injuries	Demonstates total accidents and injuries to occur through workplace accidents	National	Quarterly	Reduce against previous year	Safety and Assurance
54	Number of near miss events	Total recorded number of near miss events that had the potenial to lead to an accident or ill health	National	Quarterly	Track	Safety and Assurance
55	Number of vehicle accidents	Total number of events that involved vehicle accidents	National	Quarterly	Reduce against previous year	Safety and Assurance
56	Completion of Health and Safety Improvement Plans	Demonstrates the completion of improvement plans to drive safety performance	National	Quarterly	100%	Safety and Assurance
62	Gender balance	Allows the Service to report on and understand gender balance of various staff groups and how representative our workforce is of communities we serve	National	Annually	Increase proportion of female staff	People
63a	% of staff choosing to enter data into the sensitive information fields of iTrent	This indicator shows the % of SFRS Staff who entered data into the sensitive information fields in iTrent against key protected characteristics.	National	Annually	Increase against previous year	
63b	% of staff choosing to withhold their demographic equalities data in iTrent.	This indicator shows the % of Staff who entered data into the Sensitive Information fields who then selected the Prefer not the Say response for that characteristic.	National	Annually	Reduce against previous year	People





KPI 50

PURPOSE:

16

14

12

KPI 51

KPI 52

KPI 53

PURPOSE:

PURPOSE:

70

PURPOSE:

80

50

45

40

35

PURPOSE:

100%

PURPOSE:

People

The experience of those who work for SFRS improves as we are the best employer we can be.

Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the

public

Verbal Attacks on Firefighters



Reduce against previous year

OWNER:

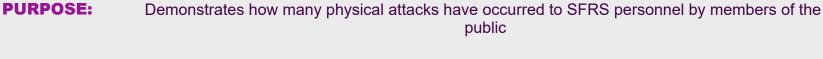
Head of Safety and Assurance

SUMMARY

notable trends identified for Q2. We continue to encourage staff to report instances of AoV. SFRS issued a social media post

An increase is noted in Q2 from the previous quarter. There are no

reaffirming that violence towards staff is unacceptable.



Physical Attacks on Firefighters



Demonstrates how many notifations the has been to the HSE which may include death, specified

OWNER: SUMMARY

Head of Safety and Assurance

Reduce against previous year

to encourage staff to report instances of AoV. SFRS issued a social media post reaffirming that violence towards staff is unacceptable.

An increase is noted in Q2 from both the previous quarter and the previous reporting year. We continue

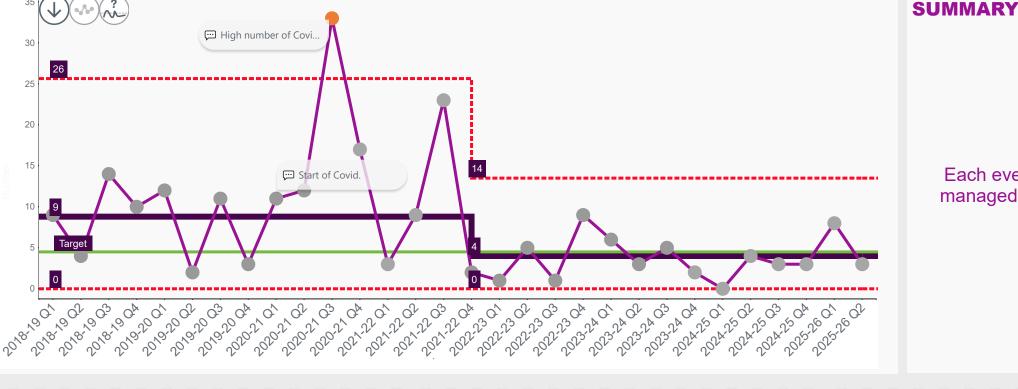
injury, over 7 day injury, non-worker taken to hospital for treatment, dangerous occurance or an occupational disease.

202,22 04

2022.23-07

High number of Covi

Number of RIDDOR reportable injuries



OWNER:

Head of Safety and Assurance

Reduce against previous year

Each event is investigated and

managed locally within the LSO area.

Demonstates total accidents and injuries to occur through workplace accidents

Accidents and Injuries (excl. RIDDOR)



Total recorded number of near miss events that had the potential to lead to an accident or ill health

SUMMARY

OWNER:

Reduce against previous year

Head of Safety and

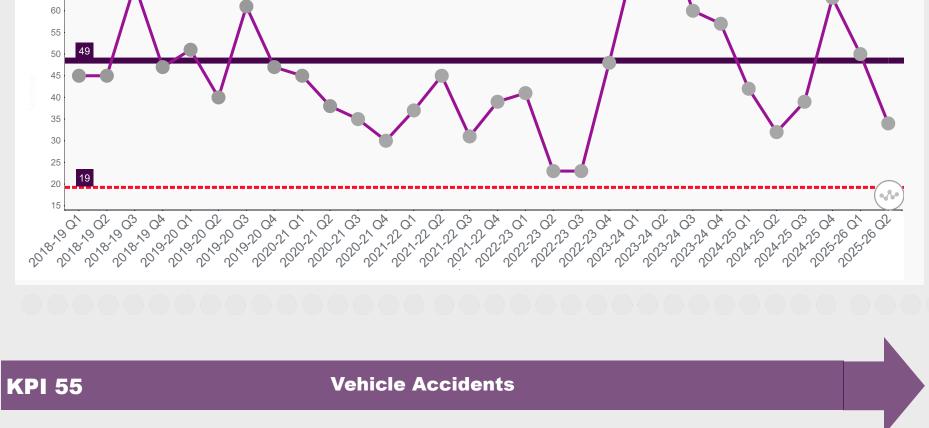
Assurance

likelihood of reoccurrence. Safety and Assurance Improvement Groups continue to monitor local trends and take action where required.

An decrease is noted in Q2. All events are investigated to reduce the



65 60



Total number of events that involved vehicle accidents



OWNER:

Track

Head of Safety and

Assurance

All Directorates promote NM reporting at SAIG meetings to

encourage reporting.

Reduce against previous

year

Head of Safety and

Assurance

reduce the risk of injury and to

ensure safe working environments.

SA continue to provide NM feedback

through quarterly reports to



OWNER:

The Driver Safety Group monitors vehicle trends and take action where required, such as supporting the production of Vehicle Information Cards and providing enhanced information on Low-Speed Manoeuvres etc. Local areas continue to promote

TfOC driving training modules.



Demonstrates the completion of improvement plans to drive safety performance

SUMMARY

Head of Safety and

Assurance

100%

100% of actions were completed across all SDAs and Directorates in

HSIPs are supported by guidance provided by SA to support all functions achieve their actions.

Q2.

90% 60% 40% 30% 23.0% 20% 202,22,03 2022302 2024-25 QA 20222303 2023-24-03 2024.25-02 2024-25 03 202,22 04 2022301 2022-23-04 20242501

24/11/2025

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Community safety and wellbeing improves as we work effectively with our partners.

There are no Key Performance Indicators for this Outcome.

NARRATIVE

Partnership working is fundamental to the SFRS and helps us to deliver more to the people of Scotland.

During Quarter 2, the Working in Partnership Report 2024/25 was approved by the SFRS Board and shared with the Graphics Team to create a designed version. As with previous years, the document demonstrates the wide range of partnership working that takes place across the Service.

An example of some of these articles can be found below:

Multi-Agency Training for Paramedic Students

In July 2024, we hosted a two-day training event for 22 Stirling University paramedic students at Falkirk Community Fire Station, focusing on multi-agency collaboration in Road Traffic Collision scenarios.

This successful partnership initiative between our Falkirk and West Lothian area and the Scottish Ambulance Service is a dynamic collaboration that enhances both interagency cooperation and professional development.

Through this joint training event, the third-year paramedic students gained hands-on experience with our employees, enabling them to consolidate essential clinical skills in realistic settings.

This approach provides invaluable exposure to interagency working, reinforcing teamwork and communication critical to emergency response scenarios. Both organisations are committed to fostering these training opportunities, which bridge classroom theory with field application, and reinforce a shared commitment to public safety.

The partnership is highly valued by participants and faculty alike and is set to continue, enriching Scotland's emergency services with a well-rounded, practically trained workforce.

A similar successful multi-agency training exercise simulating a Road Traffic Collision took place with our Red Watch crews at Blackness Road Community Fire Station, Dundee University medical students and the Scottish Ambulance Service Special Operations Response Team. By collaborating with and working alongside medical students, our crews gained valuable insights into patient care, whilst the students developed a deeper understanding of extrication challenges that fire crews face and showcased the medical interventions undertaken at an incident.

Lighting Reach App

We worked in partnership with Lighting Reach, who developed an app aimed at helping residents of Edinburgh manage their finances.

This app is specifically designed for individuals at risk of financial vulnerability. It allows users to access various benefits they may be entitled to and apply for different funds to assist with bills, heating, food, and more.

Our crews, Community Fire Stations and Community Action Team promoted this app by distributing leaflets at Home Fire Safety Visits. Additionally, these materials were distributed to local food banks, libraries, and health centres.

In collaboration with our Community Action Team, Lighting Reach participated in several public events to engage the community and encourage the use of this app. As part of this partnership, Lighting Reach will provide a link and signpost to our Website for Home Fire Safety Visit and advice.

The Youth Crime Initiative FireSkills Pilot

We partnered with Police Scotland and The Highland Council to deliver an exciting new initiative The Youth Crime Initiative FireSkills Pilot in October and November 2024. The program aimed to educate young people involved in offences such as wilful fire-raising and road traffic violations by providing hands-on education and fostering positive relationships with all three partners. Through a tailored FireSkills course, the initiative sought to raise awareness about the consequences of such behaviours while equipping participants with valuable skills and experiences.

A total of 11 young people were referred to us by Police Scotland and The Highland Council to participate in the course, with seven successfully completing the program. The course featured a diverse range of activities, including sessions on fire-related anti-social behaviour, practical demonstrations in rope rescue and working at height, hose running, and search and rescue exercises using breathing apparatus. Participants also engaged in hydrant and pump operations, improvised dam building, water safety presentations, Cardiopulmonary Resuscitation and defibrillator training, and Road Traffic Collision demonstrations. Additional highlights included a visit from Police Scotland firearms unit for discussions on knife crime and a presentation on the consequences of dangerous driving.

The initiative concluded with a passing-out parade attended by delighted family members and representatives from all three partners. During the parade, the young people performed a combination drill they had practiced throughout the course, demonstrating their newfound skills with precision. Certificates of achievement were presented to the successful participants marking the successful completion of the program.

Detective Constable Andy Bryder commented: 'This course showcased the best of partnership working between Scottish Fire and Rescue Service, Police Scotland, and The Highland Council. It not only supported young people in conflict with the law but also provided opportunities for those who might not otherwise have access to programs that can guide them toward a positive career path.'

Transitions Coordinator Ian Mackinnon added: 'The Home to Highland Care Experienced Education Team, in partnership with Police Scotland and Scottish Fire and Rescue Service, designed an adapted program tailored to the needs of disengaged young people. By meeting them at their level, the program offered life-changing experiences that built transferable skills for lifelong learning and work.'

Following the success of this pilot, plans are in place to expand the programme to four courses annually, fostering skill development and positive career pathways for young people. This partnership exemplifies effective collaboration to support and inspire disengaged youths.







Full guidance can be found on the <u>Power BI Users Yammer Community</u>, 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.

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SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/18-25

Agenda Item: 12

	Agenda Item: 12								
Report	to: THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE								
Meeting	g Date:	18 DECEMBER 2025							
Report	Title:	THREE-YEAR DELIVERY PLAI PROGRESS REPORT	RY PLAN 2025-28: QUARTER 2 2025/26						
Report Classification: SFRS Board For Rep Specify ratio				ports onale	to be h	eld in F referrir	Private)	
			A B C D E F					<u>G</u>	
1	Purpose								
1.1	(SFRS) wi actions wit The paper	se of this report is to present the th a quarterly progress report or hin the Three-Year Delivery Plan also provides a brief update on the to supplementary detailed dashbo	n how 2025-2 e new f	we are 28. ormat o	perfo	ming a	gainst	the 20	25/26
2	Backgrou	nd							
2.1		sh Government Governance and pare an Annual Operating Plan ea 025-28.							
2.2	Portfolio P replacing t	4/25 a three-year rolling plan was rogrammes and Projects. As such he Annual Operating Plan, to prov nd change activities that are planr	i, the T /ide on	hree-Ye e over-	ear De archin	livery Pl	lan was nent tha	s devel	oped,
2.3		t provides an update of progress r ery Plan 2025-28 in Quarter 2 of 2			the 202	25/26 a	ctions o	of the T	hree-
3	Main Repo	ort/Detail							
3.1 3.1.1	Development of Power BI Dashboard Process During Quarter 2, the Strategic Planning and Business Intelligence Teams have worked together to provide a more streamlined and user-friendly progress reporting process for the SFRS Three-Year Delivery Plan (formally the Annual Operating Plan). This change in process aims to make it quicker and easier for quarterly updates to be shared, as well as providing a Power BI solution for reporting purposes.								
3.1.2	reporting for reader with The syster level, with	parter 2, action owners provided orm which populates a Power BI do executive and action summaries a also provides capability to interrors several filters available to order RAG status.	ashbo , provid ogate t	ard. The ding an his prog	e intuit at-a-gl gress a	ive dash ance ov t both a	nboard erview ction a	provide of proc nd mile	es the gress.

- 3.1.3 The design of the new process will remain iterative. Users' insights from every stage will help us shape a process that is both efficient and capable of delivering a high-quality performance report. Work is currently ongoing to develop a sign-off process for Heads of Function/Directors and for further refinement of the display of the produced report.
- 3.2 Quarter 2 Progress Update
- 3.2.1 The quarterly progress report is attached as **Appendix A**.
- This report provides details of the overall progress made against the Three-Year Delivery Plan between 1 April 2025 and 30 September 2025. Board members are reminded that Quarter 1 reporting was not available as the Three-Year Delivery Plan could only be published following the launch of the SFRS Strategy 2025-28, which took place in July 2025.
- 3.2.3 There are 35 Actions contained within the Plan. At the end of Quarter 2 2025/26, the following progress has been reported:
 - 5 actions are complete and are blue.
 - 23 actions have been noted as progressing as planned and are green.
 - 6 actions have been noted as experiencing some slippage and are amber:
 - SC6.3 Design and commence delivery of the leadership and management framework.
 - A revised action due date from 31 March 2026 to 30 September 2026 is requested. (People)
 - SC9.3 Prepare for and commence Alternative Duty Systems and/or Crewing Models.
 A revised action due date from 28 February 2026 to 30 April 2026 is requested.
 (Service Delivery Review/Operations Delivery)
 - SC11.3 Develop and secure business case approval to commence work to renew the Self-Contained Breathing Apparatus (SCBA) equipment.
 A revised action due date from 31 October 2025 to 31 March 2026 is requested. (Enabling Infrastructure/ Finance and Contractual Services)
 - SC11.4 Deliver a suite of systems to solutionise our rostering, availability and payroll function.

(Enabling Infrastructure/ Finance and Contractual Services)

A revised action due date from 31 December 2025 to 31 March 2026 is requested.

- SC11.5 Replacement of in-vehicle devices and implementation of new Operational Intelligence system.
 - (Enabling Infrastructure/ Finance and Contractual Services)
- SC11.6 Transition SFRS from Airwave to the Emergency Services Network (ESN) part of the Emergency Services Mobile Communication Programme.
 (Enabling Infrastructure/ Finance and Contractual Services)
- 1 action is noted as experiencing challenges or have not progressed as planned and are **red**. This is listed below:
 - SC6.4 Review the SFRS values to ensure alignment to the SFRS Strategy and Culture & Leadership revised approach.
 - A revised action due date from 31 March 2026 to 31 March 2027 is requested. (People)

3.2.4	In line with the previous reporting format, Appendix A , provides detailed commentary on all red and amber actions noted above.
3.2.5	If Board members would like to view the Power BI Dashboard this can be provided via the Strategic Planning Team at SFRS.StrategicPlanning@firescotland.gov.uk . Member feedback on the new reporting process and solution is also welcomed.
4	Recommendation
4.1	The Board is invited to: review the Quarter 2 Progress Report as detailed in Appendix A agree proposed revised end dates
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Registers There are no strategic risk implications arising from this progress update or the recommendations of this report.
5.2	Financial There are no financial implications associated with the recommendations of this report.
5.3	Environmental & Sustainability There are no environmental implications associated with the recommendations of this report. The Three-Year Delivery Plan 2025-28 contains actions which supports the Scottish Fire and Rescue Service (SFRS) commitment to protecting the environment and achieving greater sustainability.
5.4	Workforce There are no workforce implications associated with the recommendations of this report.
5.5	Health & Safety There are no health and safety implications associated with the recommendations of this report. The Three-Year Delivery Plan 2025-28 contains actions which support SFRS commitment to health and safety.
5.6	Health & Wellbeing There are no health and wellbeing implications arising from this report. The Three-Year Delivery Plan 2025-28 contains actions which supports SFRS commitment to health and wellbeing.
5.7	Training There are no training implications associated with the recommendations of this report.
5.8	Timing This progress report covers the period up to and including Quarter 2 (01 July 2025 to September 2025).
5.9	Performance Progress against the Three-Year Delivery Plan 2025-28 is reported to the Corporate Board, Strategic Leadership Team and the SFRS Board.

5.10	Commu	nications & Engag	gement					
	There is no implication associated with the recommendations of this report. Extensive engagement and consultation exercises were conducted across a spectrum of our staff, partners, stakeholders, and communities to produce the Strategy 2025-28, on which the Three-Year Delivery Plan 2025-28 is based.							
E 44								
5.11		of the Three-Yea nce and Accountal	r Delivery Plan 2025-28 meets with the requirements of the bility Framework.					
5.12	Information Governance The collation or use of personal data is not required in the preparation of the Three-Year Delivery Plan 2025-28 – Quarterly Progress Reports. A Data Protection Impact Assessment (DPIA) is therefore not applicable.							
5.13	Equalities An Equality and Human Rights Impact Assessment (EHRIA) is not required for this this report.							
5.14	Service The cont		s report does not impact upon Service Delivery.					
6	Core Bri	ef						
6.1	Board m	embers with a pro	Planning, Performance and Communications presented SFRS ogress update on the Three-Year Delivery Plan. SFRS Board rutinise the content of the report.					
7	Assuran	ce (SFRS Board/	Committee Meetings ONLY)					
7.1	Director	:	Mark McAteer, Director of Strategic Planning, Performance and Communications.					
7.2		Assurance:	Substantial/Reasonable/Limited/Insufficient					
7.2	(Mark as appropriate) Rationale:		The content of the Annual Operating Plan is reviewed by Directorates/Functions on a yearly basis to ensure that critical business and those actions required to deliver our ambitions for change are prioritised throughout the year. Following approval by the Senior Management Board, Strategic Leadership Team and the SFRS Board, quarterly reporting ensures that we can track our performance against Annual Operating Plan actions and milestones and take any corrective action where possible/necessary.					
8	Appendi	ces/Further Read	ling					
8.1	Appendi	x A: Three-Year D	Pelivery Plan Q2 Progress Update					
Prepar	ed by:	Kirsty Jamieson,	Planning and Performance Officer					
Spons	ored by:	Richard Whetton	, Head of Governance, Strategy and Planning					
Presen	ted by:	Mark McAteer, D	irector of Strategic Planning, Performance and Communications					
		/ and Corporate \	, i					
	The Scottish Fire and Rescue Service is directed to produce an Annual Operating Plan through the							

The Scottish Fire and Rescue Service is directed to produce an Annual Operating Plan through the Governance and Accountability Framework set out by the Scottish Government. The Annual Operating Plan is produced each year to support the delivery of the SFRS Strategic Plan and uphold corporate values.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Corporate Board	15 December 2025	For recommendation
Strategic Leadership Team	16 December 2025	For recommendation
SFRS Board	18 December 2025	For scrutiny



SFRS Three-Year SCOTTISH **Delivery Plan: Exceptions**



APPENDIX A

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Welcome

The Three-Year Delivery Plan outlines our key commitments over the three-year period, and the actions that have been agreed by the Strategic Leadership Team as a priority over that period to deliver the SFRS Strategy 2025-28.

This report provides a consolidated overview of progress and performance, with a focus on exception reporting (actions with a red or amber status). The Action Summary page provides a visual scorecard of overall status, whilst the subsequent pages present detailed updates and highlight any factors that may be influencing delivery.

Key contact: Louise Patrick or Kirsty Jamieson

For Power BI technical questions: BI@firescotland.gov.uk







ACTION SUMMARY **ACTION** INDEX









MANAGEMENT INFORMATION

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







Executive Overview

Action Summary

Leadership & Culture SC6.3

Leadership & Culture SC6.4

SSR Programme SC9.3

SSR Programme SC11.3

SSR Programme SC11.4

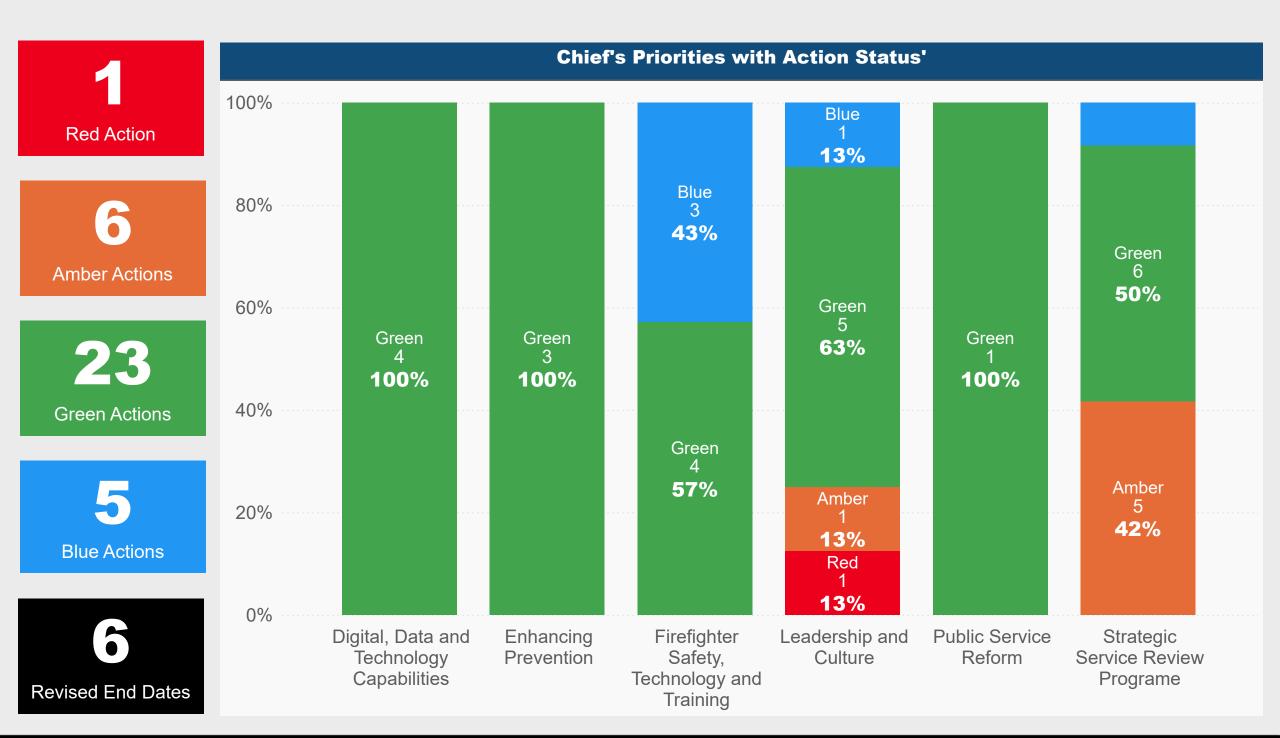
SSR Programme SC11.5

SSR Programme SC11.6

This overview presents a snapshot of the status of **all** of the <u>Three-Year Delivery Plan</u> actions identified by the Strategic Leadership Team as priorities. The chart highlights their alignment with the Chief's key priorities.

For further detail, individual red or amber actions can be explored on the following pages.







Executive Overview	Action Summary	Leadership & Culture SC6.3	Leadership & Culture SC6.4	SSR Programr SC9.3		mme	SSR Programme SC11.4	SSR Programme SC11.5	SSR Programme SC11.6
		,	h-level scorecard o			•			
		hief S ority	ervice Commitr	nent	Action	Di	Lead rectorate	% Complete	e Action Status
Red Action 6	Digital	Data and By revolution a complete sport of the second seco	ewing, updating, and exprehensive Cyber Incidense Plan across the Seng cross-functional collenhance SFRS's ability and effectiveles. This will minimise contain public trust in oand protect.	dent ervice, and laboration, ity to y to cyber operational astructure,	Cyber Security Improvement	Financ		35%	
23	Technol	ogy techno ities enable agile d	pedding data, digital to logy at the core of SFF more efficient, effective ecision-making to bette nmunities of Scotland.	RS, we will ve and er serve	DDaT Strategy Ac Plan.	Contra Strateg Perforn	e and ctual Services/ gic Planning, mance & unications	80%	
Green Acti	Digital, I	ogy techno ities enable agile d	pedding data, digital to logy at the core of SFF more efficient, effective ecision-making to bette nmunities of Scotland.	RS, we will ve and er serve	DDaT Strategy Approved	Contraction Strategy Perform	e and ctual Services/ gic Planning, nance & unications	90%	
5 Blue Action	Technol	ogy techno ities enable agile d	bedding data, digital to logy at the core of SFF more efficient, effective ecision-making to bette nmunities of Scotland.	RS, we will ve and er serve	DDaT Strategy Delivery	Contraction Strategy Perform	e and ctual Services/ gic Planning, nance & unications	40%	
6	Enhanc	ion Strateg safety develo legisla approp	vering on our Preventing we will focus our confering, influence the pment of further fire sation, and enforce againg in the prince whilst supporting the prince.	mmunity afety nst that	CHES Pilot	Preven	ntion	90%	
Revised End	Dates Enhanci Prevent	ion Strateg safety develo legisla approp	vering on our Preventing we will focus our confering, influence the pment of further fire sation, and enforce againg in the prince of the supportion of the support of the sup	mmunity afety ast that	Evaluation of Prevention	Preven	ntion	50%	
	Enhanc	ion Strateg safety develo legisla approp	vering on our Preventing we will focus our confering, influence the pment of further fire sation, and enforce againg in the large sation, whilst supporting the large resilience.	mmunity afety nst that	Influencing Fire	Preven	ntion	75%	
	•	ogy and On Ca	lementing improvement	ovide a	On-Call Improvem	nent Operat	ions Delivery	55%	
	9	ogy and resear we will innova better safety	nalising our approach ch, development and in create a culture that extion to become more exerve the public and in and employees and thunities we serve.	nnovation, embraces efficient, nprove the	RDI Strategy	Service	e-wide	95%	
	•	ogy and Learning will culus improved and endearning learning controls.	ancing our Organisations and Assurance processivate a culture of contement, mitigate risks pare consistent delivers outcomes with a foctor safety.	cesses, we inuous oroactively, ry of	Assurance Role	Trainin Assura	g, Safety and ince	15%	
	•	ogy and Learning will culus improved and endearning learning controls.	ancing our Organisations and Assurance proceeds a culture of contement, mitigate risks pare consistent delivers outcomes with a foctor ter safety.	cesses, we inuous proactively, ry of	TSA Restructur	Trainin Assura	g, Safety and ince	65%	
	•	ogy and resear we will innova better safety	nalising our approach ch, development and in create a culture that extion to become more exerve the public and in and employees and thunities we serve.	nnovation, embraces efficient, nprove the	CivTech Approv	al Service	e-wide	100%	
	9	ogy and resear we will innova better safety	nalising our approach ch, development and in create a culture that element to become more element end in and employees and thunities we serve.	nnovation, embraces efficient, nprove the	CivTech Development	Service	e-wide	100%	
	Leaders Culture	ship and By develople Leader identify drive the delayer which improves perform	eloping and delivering Strategy and a Cultur ship Vision and Strate key priorities that will be people activities that ivery of the SFRS Strategy of the SFRS Strategy of the capability of the	re & egy we will align and at support ategy y of our ons in leading to anisational	SFRS Values	People	Directorate	0%	
	Leaders	People Leader identify drive the the del througheaders	eloping and delivering Strategy and a Cultur ship Vision and Strate key priorities that will be people activities that ivery of the SFRS Strate building the capability to create the conditionary people can thrive,	re & egy we will align and at support ategy y of our ons in	Leadership and Management Framework Delivers		Directorate	20%	

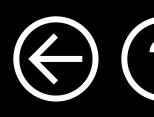
Digital, Data and Technology Capabilities	By reviewing, updating, and embedding a comprehensive Cyber Incident Response Plan across the Service, and fostering cross-functional collaboration, we will enhance SFRS's ability to respond swiftly and effectively to cyber	Cyber Security Improvement	Finance and Contractual Services	35%	
Divital Data and	incidents. This will minimise operational disruption, protect critical infrastructure, and maintain public trust in our ability to serve and protect.			000/	
Digital, Data and Technology Capabilities	By embedding data, digital tools and technology at the core of SFRS, we will enable more efficient, effective and agile decision-making to better serve the communities of Scotland.	DDaT Strategy Action Plan.	Contractual Services/ Strategic Planning, Performance & Communications	80%	
Digital, Data and Technology Capabilities	By embedding data, digital tools and technology at the core of SFRS, we will enable more efficient, effective and agile decision-making to better serve the communities of Scotland.	DDaT Strategy Approved	Finance and Contractual Services/ Strategic Planning, Performance & Communications	90%	
Digital, Data and Technology Capabilities	By embedding data, digital tools and technology at the core of SFRS, we will enable more efficient, effective and agile decision-making to better serve the communities of Scotland.	DDaT Strategy Delivery	Finance and Contractual Services/ Strategic Planning, Performance & Communications	40%	
Enhancing Prevention	By delivering on our Prevention Strategy we will focus our community safety offering, influence the development of further fire safety legislation, and enforce against that appropriately, whilst supporting wider	CHES Pilot	Prevention	90%	
Enhancing Prevention	By delivering on our Prevention Strategy we will focus our community safety offering, influence the development of further fire safety legislation, and enforce against that appropriately, whilst supporting wider community resilience.	Evaluation of Prevention	Prevention	50%	
Enhancing Prevention	By delivering on our Prevention Strategy we will focus our community safety offering, influence the development of further fire safety legislation, and enforce against that appropriately, whilst supporting wider community resilience.	Influencing Fire Legislation	Prevention	75%	
Firefighter Safety, Technology and Training	By implementing improvements to our On Call processes we will provide a more flexible and effective On Call resource.	On-Call Improvement	Operations Delivery	55%	
Firefighter Safety, Technology and Training	By formalising our approach to research, development and innovation, we will create a culture that embraces innovation to become more efficient, better serve the public and improve the safety and employees and the	RDI Strategy	Service-wide	95%	
Firefighter Safety, Technology and Training	By enhancing our Organisational Learning and Assurance processes, we will cultivate a culture of continuous improvement, mitigate risks proactively, and ensure consistent delivery of learning outcomes with a focus on firefighter safety.	Assurance Roles	Training, Safety and Assurance	15%	
Firefighter Safety, Technology and Training	By enhancing our Organisational Learning and Assurance processes, we will cultivate a culture of continuous improvement, mitigate risks proactively, and ensure consistent delivery of learning outcomes with a focus on firefighter safety.	TSA Restructure	Training, Safety and Assurance	65%	
Firefighter Safety, Technology and Training	By formalising our approach to research, development and innovation, we will create a culture that embraces innovation to become more efficient, better serve the public and improve the safety and employees and the communities we serve.	CivTech Approval	Service-wide	100%	
Firefighter Safety, Technology and Training	By formalising our approach to research, development and innovation, we will create a culture that embraces innovation to become more efficient, better serve the public and improve the safety and employees and the communities we serve.	CivTech Development	Service-wide	100%	
Leadership and Culture	By developing and delivering a SFRS People Strategy and a Culture & Leadership Vision and Strategy we will identify key priorities that will align and drive the people activities that support the delivery of the SFRS Strategy through building the capability of our leaders to create the conditions in which our people can thrive, leading to improved individual and organisational performance and enhance our employee experience.	SFRS Values	People Directorate	0%	
Leadership and Culture	By developing and delivering a SFRS People Strategy and a Culture & Leadership Vision and Strategy we will identify key priorities that will align and drive the people activities that support the delivery of the SFRS Strategy through building the capability of our leaders to create the conditions in which our people can thrive, leading to improved individual and organisational performance and enhance our employee experience.	Leadership and Management Framework Delivery	People Directorate	20%	
Leadership and Culture	By developing and delivering a SFRS People Strategy and a Culture & Leadership Vision and Strategy we will identify key priorities that will align and drive the people activities that support the delivery of the SFRS Strategy through building the capability of our leaders to create the conditions in which our people can thrive, leading to improved individual and organisational performance and enhance our employee experience.	Leadership and Culture	People Directorate	70%	
Leadership and Culture	By reviewing our approach to attraction and selection, our workforce will increasingly reflect the communities we serve and improve the candidate	Pay and Reward Framework Review	People Directorate	0%	
Leadership and Culture	By developing and delivering a SFRS People Strategy and a Culture & Leadership Vision and Strategy we will identify key priorities that will align and drive the people activities that support the delivery of the SFRS Strategy through building the capability of our leaders to create the conditions in which our people can thrive, leading to improved individual and organisational performance and enhance our employee experience.	People Strategy	People Directorate	10%	
Leadership and Culture	By reviewing our Health & Wellbeing approach, we will nurture a safety culture that reflects best practice, ensures compliance and improves the mental and physical wellbeing of our people.	H&W Model	Training, Safety and Assurance	60%	
Leadership and Culture	By reviewing our approach to attraction and selection, our workforce will increasingly reflect the communities we serve and improve the candidate experience.	Recruitment Reflects Scotland	Training, Safety and Assurance	35%	
Leadership and Culture	By reviewing our Health & Wellbeing approach, we will nurture a safety culture that reflects best practice, ensures compliance and improves the mental and physical wellbeing of our	H&W Action Plan	Training, Safety and Assurance	100%	
Public Service Reform	By working with partners, we will seek to develop initiatives that diversify SFRS activities, streamlining public service delivery and supporting joined up services.	Public Service Reform	Prevention / Service- wide	5%	
Strategic Service Review Programe	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and	BA Renewal	Enabling Infrastructure / Finance and Contractual Services	40%	
Strategic Service Review Programe	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	ESMCP	Enabling Infrastructure / Finance and Contractual Services	65%	
Strategic Service Review Programe	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and	In-Vehicle Systems	Enabling Infrastructure / Finance and Contractual Services	70%	
Strategic Service Review Programe	ensure our people have access to modern systems, equipment and	Rostering Project	Enabling Infrastructure / Finance and Contractual Services	60%	
Strategic Service Review Programe	models, we will ensure that our staff, stations and appliances are matched to operational risk across Scotland enhancing firefighter safety and	Alternative Delivery Models	Service Delivery Review / Operations Delivery	65%	
Strategic Service Review Programe	increasing organisational capacity. By reviewing our Corporate Service functions, we will develop and deliver high quality, user focussed corporate services where our people are empowered to achieve optimal performance and continuous	Corporate Services Review	Corporate Services Review	70%	
Strategic Service Review Programe	By reviewing our Corporate Service functions, we will develop and deliver high quality, user focussed corporate services where our people are empowered to achieve optimal performance and continuous	PPFT	Corporate Services Review	55%	
Strategic Service Review Programe	improvement. By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property	Enabling Infrastructure	Enabling Infrastructure / Finance and Contractual Services	85%	
	property.				

	development of further fire safety legislation, and enforce against that appropriately, whilst supporting wider community resilience.				
Enhancing Prevention	By delivering on our Prevention Strategy we will focus our community safety offering, influence the development of further fire safety legislation, and enforce against that appropriately, whilst supporting wider community resilience.	Evaluation of Prevention	Prevention	50%	
Enhancing Prevention	By delivering on our Prevention Strategy we will focus our community safety offering, influence the development of further fire safety legislation, and enforce against that appropriately, whilst supporting wider community resilience.	Influencing Fire Legislation	Prevention	75%	
Firefighter Safety, Technology and Training	By implementing improvements to our On Call processes we will provide a more flexible and effective On Call resource.	On-Call Improvement	Operations Delivery	55%	
Firefighter Safety, Technology and Training	By formalising our approach to research, development and innovation, we will create a culture that embraces innovation to become more efficient, better serve the public and improve the safety and employees and the communities we serve.	RDI Strategy	Service-wide	95%	
Firefighter Safety, Technology and Training	By enhancing our Organisational Learning and Assurance processes, we will cultivate a culture of continuous improvement, mitigate risks proactively, and ensure consistent delivery of learning outcomes with a focus on firefighter safety.	Assurance Roles	Training, Safety and Assurance	15%	
Firefighter Safety, Technology and Training	By enhancing our Organisational Learning and Assurance processes, we will cultivate a culture of continuous improvement, mitigate risks proactively, and ensure consistent delivery of learning outcomes with a focus on firefighter safety.	TSA Restructure	Training, Safety and Assurance	65%	
Firefighter Safety, Technology and Training	By formalising our approach to research, development and innovation, we will create a culture that embraces innovation to become more efficient, better serve the public and improve the safety and employees and the communities we serve.	CivTech Approval	Service-wide	100%	
Firefighter Safety, Technology and Training	By formalising our approach to research, development and innovation, we will create a culture that embraces innovation to become more efficient, better serve the public and improve the safety and employees and the communities we serve.	CivTech Development	Service-wide	100%	
Leadership and Culture	By developing and delivering a SFRS People Strategy and a Culture & Leadership Vision and Strategy we will identify key priorities that will align and drive the people activities that support the delivery of the SFRS Strategy through building the capability of our leaders to create the conditions in which our people can thrive, leading to improved individual and organisational performance and enhance our employee experience.	SFRS Values	People Directorate	0%	
Leadership and Culture	By developing and delivering a SFRS People Strategy and a Culture & Leadership Vision and Strategy we will identify key priorities that will align and drive the people activities that support the delivery of the SFRS Strategy through building the capability of our leaders to create the conditions in which our people can thrive, leading to improved individual and organisational performance and enhance our employee experience.	Leadership and Management Framework Delivery	People Directorate	20%	
Leadership and Culture	By developing and delivering a SFRS People Strategy and a Culture & Leadership Vision and Strategy we will identify key priorities that will align and drive the people activities that support the delivery of the SFRS Strategy through building the capability of our leaders to create the conditions in which our people can thrive, leading to improved individual and organisational performance and enhance our employee experience.	Leadership and Culture	People Directorate	70%	
Leadership and Culture	By reviewing our approach to attraction and selection, our workforce will increasingly reflect the communities we serve and improve the candidate experience.	Pay and Reward Framework Review	People Directorate	0%	
Leadership and Culture	By developing and delivering a SFRS People Strategy and a Culture & Leadership Vision and Strategy we will identify key priorities that will align and drive the people activities that support the delivery of the SFRS Strategy through building the capability of our leaders to create the conditions in which our people can thrive, leading to improved individual and organisational performance and enhance our employee experience.	People Strategy	People Directorate	10%	
Leadership and Culture	By reviewing our Health & Wellbeing approach, we will nurture a safety culture that reflects best practice, ensures compliance and improves the mental and physical wellbeing of our people.	H&W Model	Training, Safety and Assurance	60%	
Leadership and Culture	By reviewing our approach to attraction and selection, our workforce will increasingly reflect the communities we serve and improve the candidate experience.	Recruitment Reflects Scotland	Training, Safety and Assurance	35%	
Leadership and Culture	By reviewing our Health & Wellbeing approach, we will nurture a safety culture that reflects best practice, ensures compliance and improves the mental and physical wellbeing of our people.	H&W Action Plan	Training, Safety and Assurance	100%	
Public Service Reform Strategic Service	By working with partners, we will seek to develop initiatives that diversify SFRS activities, streamlining public service delivery and supporting joined up services. By undertaking our Enabling	Public Service Reform BA Renewal	Prevention / Service- wide Enabling Infrastructure /	40%	
	Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	B) (Tariowai	Finance and Contractual Services		
	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	ESMCP	Enabling Infrastructure / Finance and Contractual Services	700/	
Strategic Service Review Programe	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	In-Vehicle Systems	Enabling Infrastructure / Finance and Contractual Services	70%	
Strategic Service Review Programe	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	Rostering Project	Enabling Infrastructure / Finance and Contractual Services	60%	
Strategic Service Review Programe	By reviewing our current Service Delivery processes and response models, we will ensure that our staff, stations and appliances are matched to operational risk across Scotland enhancing firefighter safety and increasing organisational capacity.	Alternative Delivery Models	Service Delivery Review / Operations Delivery	65%	
Strategic Service Review Programe	By reviewing our Corporate Service functions, we will develop and deliver high quality, user focussed corporate services where our people are empowered to achieve optimal performance and continuous improvement.	Corporate Services Review	Corporate Services Review	70%	
9	By reviewing our Corporate Service functions, we will develop and deliver high quality, user focussed corporate services where our people are empowered to achieve optimal performance and continuous improvement.	PPFT	Corporate Services Review	55%	
Strategic Service Review Programe	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and	Enabling Infrastructure	Enabling Infrastructure / Finance and Contractual Services	85%	
Strategic Service Review Programe	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	NMS	Enabling Infrastructure / Finance and Contractual Services	90%	
Strategic Service Review Programe	By reviewing our current Service Delivery processes and response models, we will ensure that our staff, stations and appliances are matched to operational risk across Scotland enhancing firefighter safety and increasing organisational capacity.	Specialist Appliance Review	Service Delivery Review / Operations Delivery	65%	
Strategic Service Review Programe	By reviewing our current Service Delivery processes and response models, we will ensure that our staff, stations and appliances are matched to operational risk across Scotland enhancing firefighter safety and increasing organisational capacity.	SSRP Consultation	Service Delivery Review / Operations Delivery	65%	
•	By reviewing our current Service Delivery processes and response models, we will ensure that our staff, stations and appliances are matched to operational risk across Scotland enhancing firefighter safety and increasing organisational capacity.	MORRD	Service Delivery Review / Operations Delivery	100%	

29/11/2025









By developing and delivering a SFRS People Strategy and a Culture & Leadership Vision and Strategy we will identify key priorities that will align and drive the people activities that support the delivery of the SFRS Strategy through building the capability of our leaders to create the conditions in which our people can thrive, leading to improved individual and organisational performance and enhance our employee experience.

Leadership and Management Framework Delivery

ACTION

UPDATE

PROGRESS

Design and commence delivery of the leadership and management development framework.

Link to Strategic Objectives	Start Date	Original End Date	Revised End Date?	Revised End Date
3.3.3.4.3.6.3.7.3.8.3.9	2025-04 (Apr)	2026-03 (Mar)	Yes	29/09/2026

SC6.3

Lead Directorate:

People

Action Status:

Complete

Milestones

The cross-functional Leadership and Management Development Taskforce has been established and had their first meeting on 17 September 2025. Taskforce members prepared for a workshop on 30 October 2025 to agree the initial phase of design and development of the SFRS Leadership and Management Framework. Delivery of the National Fire Chiefs Council (NFCC) Supervisory and Middle Manager Leadership Development Programmes and SFRS Supervisory Leadership Essentials are continuing through Quarters 2 to 4.

ISSUES

There are ongoing capacity constraints in People team therefore a revised due date is requested.

MITIGATION

Senior sponsorship and Taskforce support to design and develop an SFRS National Leadership and Management Development Framework with flexible and local delivery options is currently being progressed. A revised due date from 31 March 2026 to 30 September 2026 is requested.









By developing and delivering a SFRS People Strategy and a Culture & Leadership Vision and Strategy we will identify key priorities that will align and drive the people activities that support the delivery of the SFRS Strategy through building the capability of our leaders to create the conditions in which our people can thrive, leading to improved individual and organisational performance and enhance our employee experience.

SFRS Values

ACTION

Review the SFRS values to ensure alignment to the SFRS Strategy and Culture & Leadership revised approach.

Link to Strategic Objectives	Start Date	Original End Date	Revised End Date?	Revised End Date
3.4	2025-09 (Sep)	2026-03 (Mar)	Yes	30/03/2027

SC6.4

Lead Directorate:

People

Action Status:

Red

0%
Complete

Complete

2 Milestones

PROGRESS UPDATE

Review of the SFRS values has not yet commenced due to dependency on the Organisational Culture and Leadership Programme revised approach. The review of the SFRS Values is now anticipated to commence during Quarter 4 2025/26 and conclude by 31 March 2027.

ISSUES

This action is dependent on development and approval of the updated Organisational Culture and Leadership Phase 1 Programme plan and allocation of resources therefore a revised due date is requested.

MITIGATION

Support and sponsorship from the Organisational Culture and Leadership Programme Senior Responsible Officer in finalising the programme planning activities and progressing through appropriate governance will assist the completion of this action.

A revised due date from 31 March 2026 to 31 March

2027 is requested.

STRATEGIC SERVICE REVIEW PROGRAMME

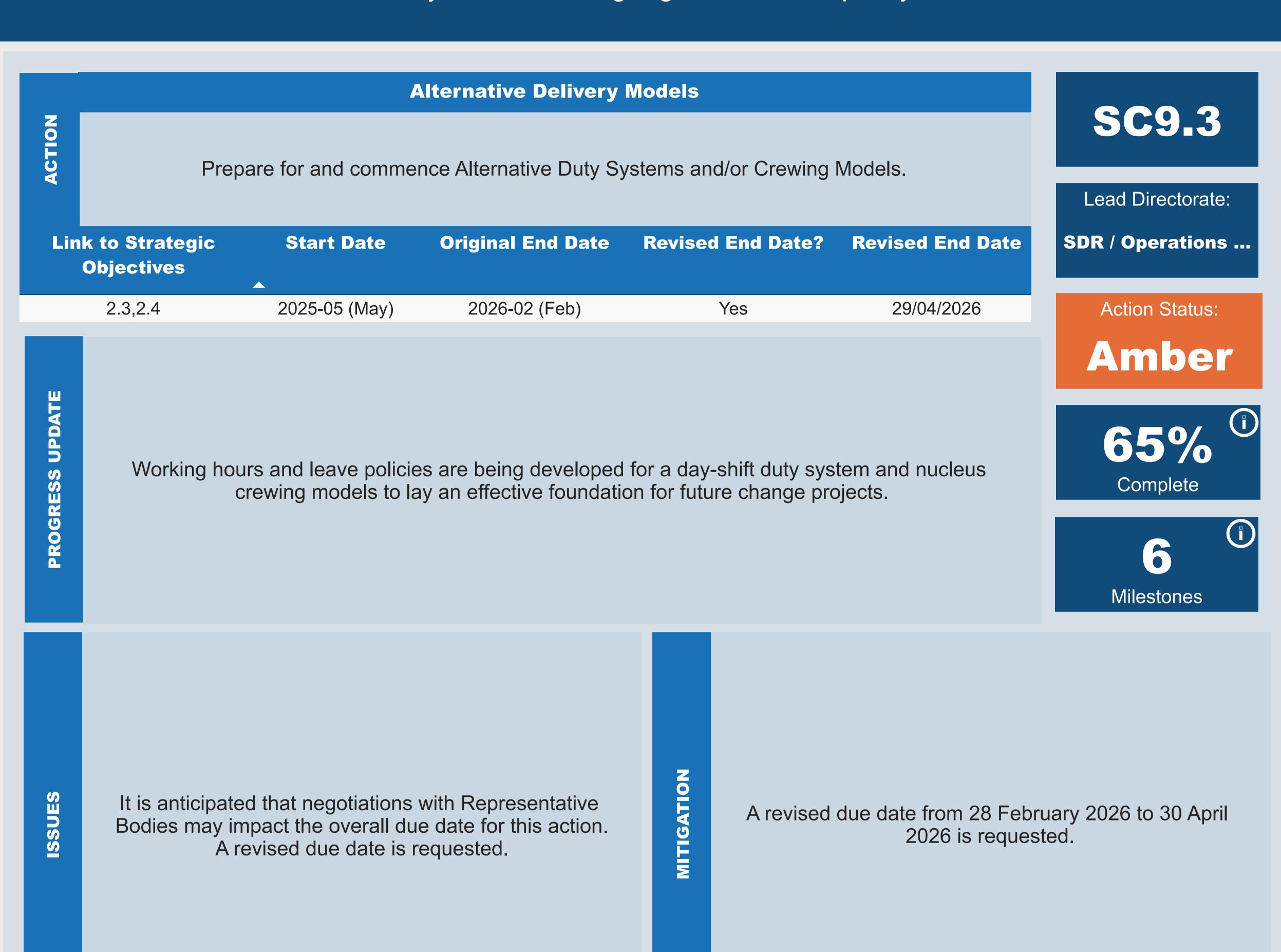






Service Commitment:

By reviewing our current Service Delivery processes and response models, we will ensure that our staff, stations and appliances are matched to operational risk across Scotland enhancing firefighter safety and increasing organisational capacity.











By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.

BA Renewal ACTION Develop and secure business case approval to commence work to renew the Self-Contained Breathing Apparatus (SCBA) equipment. **Start Date Original End Date Revised End Date? Revised End Date Link to Strategic Objectives** 2.5,3.1,5.5 2025-04 (Apr) 2025-10 (Oct) 30/03/2026 Yes

SC11.3

Lead Directorate: **Enabling Infrastr...**

Action Status:

Complete

Milestones

SFRS New demand form and impact analysis has been completed and submitted to Change Portfolio Investment Group. A five-step business case is currently being developed by Self-Contained Breathing Apparatus Project Team. A Project Board was established in July 2025 and a User intelligence Group is also now established for the procurement process. Supplier engagement sessions were held in March 2025 and August 2025 and an End User survey has been completed with online station engagement sessions held in September 2025.

ISSUES

UPDATE

PROGRESS

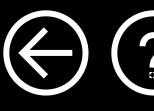
The product specification is being developed to meet the timelines for New National Self- Contained Breathing Apparatus (SCBA) framework being released and available for SFRS to utilise for the procurement process. The new framework is anticipated to be available in April 2026. A revised due date is requested.

MITIGATION

A revised due date from 31 October 2025 to 31 March 2026 is requested.









By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.

Rostering Project

ACTION

Deliver a suite of systems to solutionise our rostering, availability and payroll functionality.

Link to Strategic Objectives	Start Date	Original End Date	Revised End Date?	Revised End Date
2.5,4.3	2025-06 (Jun)	2025-12 (Dec)	Yes	30/03/2026

Significant progress has been made with all 3 modules within the Project.

Testing for Availability and Payroll has been completed with extensive testing carried out in excess of 100 people through stakeholder groups. All bugs identified were then categorised, passed to the supplier and are resolved and re-tested on the lead up to implementation. Work has taken place with stakeholders to ensure personnel, policy, process and equipment are in place for the Availability and Payroll go-lives, whilst the supplier completes the phased migration of data from existing iterations to the new solution.

The testing phase for Roster has encountered a few challenges with both the Rostering Project team and the supplier working to resolve these. The complexities of the SFRS crewing protocols, and the solutions speed issues have delayed the full testing, however, resources have been put in place to remedy this.

Initial high-level testing has resulted in several potential benefits being noted.

SC11.4

Lead Directorate:

Enabling Infrastr...

Action Status:

Amber

60%
Complete

6 Milestones

ISSUES

PROGRESS UPDATE

The delay in movement towards full testing (Roster) has had a knock-on effect to implementation and Roll Out. This has resulted in a Change Request to move these dates later in the lifecycle of the Project.

MITIGATION

Total Mobile have provided extra developers to work through the required complexities. SFRS stakeholders have provided dedicated testers from their teams that will provide a dedicated and focused testing resource to work through the test scripts in a timeous manner. A revised due date from 31 December 2025 to 31 March 2026 is requested.

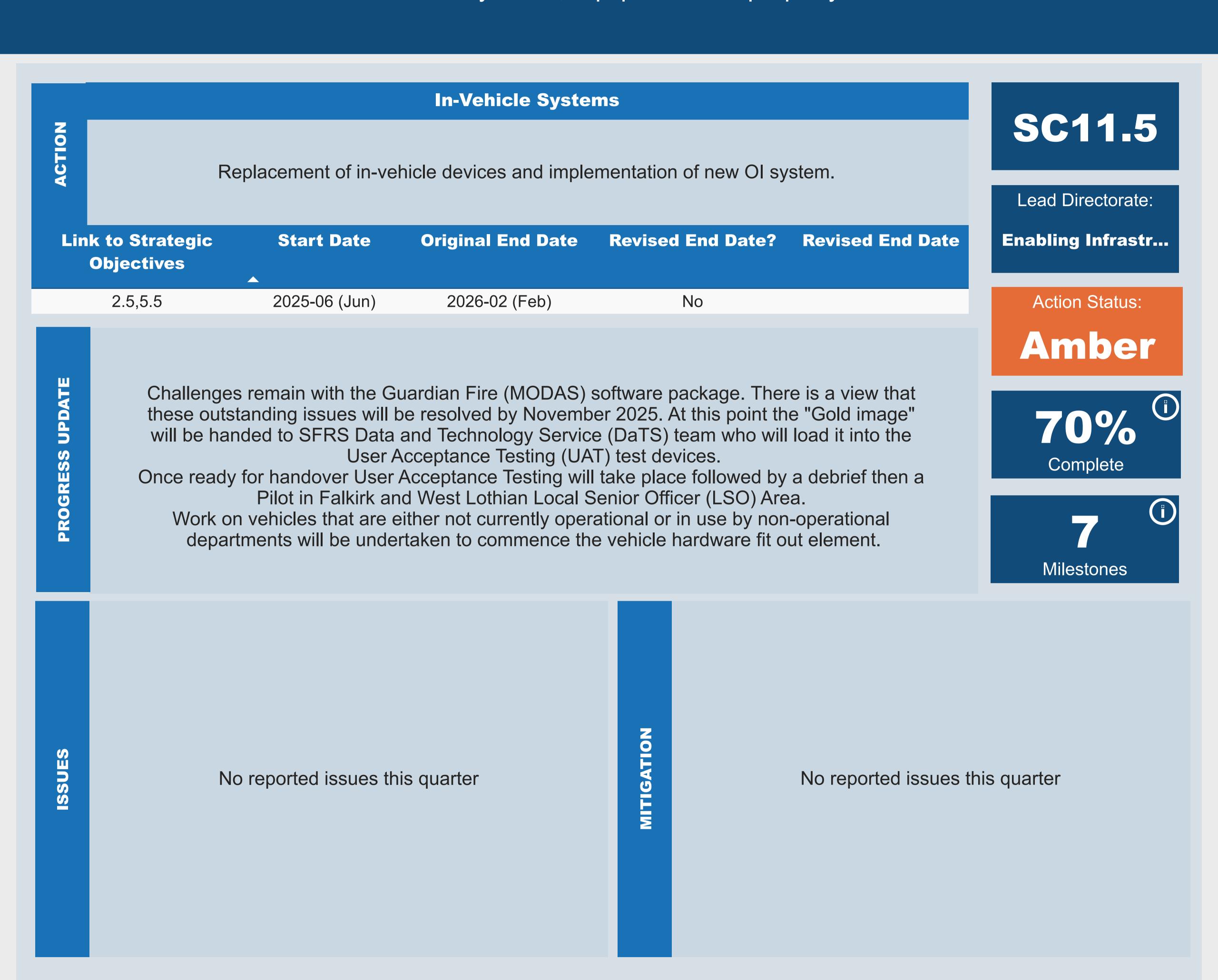






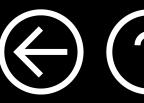


By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.











By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.

		ESMCP			SC11.6	
Transition SFRS from Airwave to the Emergency Services Network (ESN) part of Emergency Services Mobile Communication Programme.						
nk to Strategic Objectives	Start Date	Original End Date	Revised End Date?	Revised End Date	Lead Directorates Enabling Infrastr	
2.5,5.5	2025-06 (Jun)	2026-08 (Aug)	No		Action Status:	
work with the Da will take the se E On Boarding work The device stra	eta First Pilot and the ervice through and I mergency Services k has commenced w	e CAN878 purchase of beyond transition. This given the limited skills with the IBM partner, this wed, SFRS are heavily	mergency Services Network the R5 V2 MCX fixed voill be a very challenging the available for vehicle first work will continue over the involved in this work a	ehicle devices which ng time for the UK tting. er the coming months. t Programme Level.	Ambel 65% Complete	

ISSUES

No reported issues this quarter

MITIGATION

No reported issues this quarter





Created by Business Intelligence

Any issues or questions with this report please contact

bi@firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/23-25

Agenda Item: 13

		Agenda Item: 13							
Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:		18 DECEMBER 2025							
Report	Title:	ANTI-FRAUD AND CORRUPTION POLICY FRAMEWORK							
Report Classification:		For Decision	SFRS Board/Committee Meetings ON For Reports to be held in Private Specify rationale below referring to Board Standing Order 9			е			
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>E</u>	<u>G</u>
1	Purpose								
1.1	(SFRS) with the	his report is to provide the E revised Anti-Fraud and Corr ud Response Plan for appro	uption						
2	Background								
2.1	SFRS staff are re	ted to the Scottish Governi equired at all times to act ho for which they are responsi	nestly						
2.2	The SFRS Scheme of Delegation identifies that the Board of the Scottish Fire and Rescue Service is responsible for the approval and/or amendment of the Anti-Fraud and Corruption Policy.								
2.3	The Anti-Fraud and Corruption Policy outlines the Scottish Fire and Rescue Services (SFRS) approach to Fraud. SFRS is fully committed to the public services value of accountability, probity and openness and recognises the need to ensure the highest standards of probity by actively reducing the risk of fraud and to develop an anti-fraud culture.								
2.4	All SFRS Managers are directly responsible for the prevention and detection of fraud within their own areas. They must adhere to the Anti-Fraud and Corruption Policy and through the Fraud Risk Assessment assess the types of risks involved in the areas for which they are responsible, ensuring that an appropriate level of internal control exists to safeguard against the risk of fraud and corruption.								
3	Main Report/Detail								
3.1 3.1.1	Internal Audit – Fraud Review The 2024/25 internal audit plan, developed by AZETS, reviewed the Services Anti-Fraud arrangements. The review, provided to ARAC in April 2025, identified areas of good practice and recommendations for areas of improvement.								
3.1.2	recommendation	riew identified significant as were identified to ensure ents and know what to do sh	that all	staff v	vere a	ware of	the Se	ervice's	s anti-

3.1.3	Several of these recommendations identified additional work required in relation to the Anti-Fraud and Corruption policy with the review identifying a requirement to align Service documentation with the Scottish Public Finance Manual.
3.1.4	With the appointment of BDO as internal auditors to SFRS all future monitoring of the anti-fraud management actions will be undertaken by BDO.
3.2 3.2.1	Anti-Fraud and Corruption Policy Framework The AZETS 2024/25 internal audit review was reviewed by the Service, and a number of management actions created to enhance the current framework in relation to policy documentation.
3.2.2	Work has now been completed on a suite of documents with the following attached for approval by the SFRS Board:
	SFRS Anti-Fraud and Corruption Policy (Appendix A) The Fraud policy has been updated to reflect current practises and outlines the Service's general approach and key messages.
	SFRS Counter Fraud Strategy (Appendix B) The Counter Fraud Strategy is aligned to the policy and outlines how SFRS will achieve a number of set objectives and monitor progress.
	SFRS Fraud Response Plan (Appendix C) The Fraud Response Plan is aligned to the policy and expands upon processes to be followed upon the identification of fraud and actions to be taken through investigation.
3.2.3	The information presented aligns with information provided through the Scottish Public Finance Manual and has been reviewed by BDO, as internal auditors to the Service.
3.2.4	The documentation has been presented to the Audit and Risk Assurance Committee and the Corporate Board for scrutiny, with documentation updated to reflect feedback received.
3.3 3.3.1	Revised Reporting Arrangements Aligned to and supporting the updated policy information a new Fraud Report is now provided to ARAC and the Corporate Board for scrutiny.
3.3.2	This provides a comprehensive assurance report in relation to: Reported Fraud(s) Fraud Risk Assessment Fraud Awareness Training The National Fraud Initiative Whistleblowing Gifts Hospitality and Interests
3.3.3	This report will be used to communciate progress in relation to fraud awareness and will continue to be developed as additional areas for assurance reporting are identified.
4	Recommendation
4.1	The Board of the Scottish Fire and Rescue Service is asked to: • Approve the revised SFRS Anti-Fraud and Corruption Policy, the Counter Fraud Strategy and the Fraud Response Plan for implementation.

-	Var. Otrata dia Impeliantiana
5	Key Strategic Implications
5.1 5.1.1	Risk Appetite and Alignment to Risk Registers In relation to Fraud the report aligns to our Compliance appetite and the sub-category of internal governance, including systems of control and data governance for which SFRS has a Cautious appetite.
5.1.2	Risk associated with the report will be identified through the fraud risk assessment process, as part of the Service annual governance arrangements, and where relevant through direct reporting to the Director of Finance and Contractual Services.
5.2 5.2.1	Financial Financial implications arising from the report will be managed by the relevant Directorate.
5.3 5.3.1	Environmental & Sustainability Any implications arising from the report will be managed by the relevant Directorate
5.4 5.4.1	Workforce Any implications arising from the report will be managed by the relevant Directorate.
5.5 5.5.1	Health & Safety Any implications arising from the report will be managed by the relevant Directorate.
5.6 5.6.1	Health & Wellbeing Any implications arising from the report will be managed by the relevant Directorate.
5.7 5.7.1	Training The LCMS system holds a mandatory fraud module for completion by all staff. This will be monitored through regular reporting to the Audit and Risk Assurance Committee, and the Corporate Board, and discussed as part of Fraud Risk Assessment meetings.
5.8 5.8.1	Timing The report is provided to the Board of the Scottish fire and Rescue Service following scrutiny by the Audit and Risk Assurance Committee and the Corporate Board.
5.9 5.9.1	Performance Performance information associated with this report will be monitored through regular reporting to the Audit and Risk Assurance Committee and through monitoring of Fraud Risk Assessments.
5.10 5.10.1	Communications & Engagement Any implications arising from the report will be managed initially through Finance and Procurement and by the relevant Directorate to ensure policy is adhered to.
5.11 5.11.1	Legal Any implications arising from the report will be managed by the relevant Directorate.
5.12 5.12.1	Information Governance DPIA completed – No. Any DPIA required will be undertaken by the relevant Directorate as required .
5.13 5.13.1	Equalities EHRIA completed – Not in relation to this report. The requirement to undertake an EHRIA will be undertaken by the relevant Directorate as required.

5.14	Service Delivery			
5.14.1	Any implications arising from the report will be managed by the relevant Directorate.			
6	Core Brief			
6.1	The Director of Finance and Contractual Services provided the Board of the Scottish Fire and Rescue Service with the updated Anti-Fraud and Corruption Policy documentation for decision.			
7	Assurance (SFI	RS Boar	d/Committee Meetings ONLY)	
7.1	Director:		Deborah Stanfield, Director of Finance and Contractual Services	
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient			
7.2	Rationale:		It is acknowledged that further work is required to mature the Anti-Fraud and Corruption framework and build additional ownership and awareness throughout the Service. The development of a revised Anti-Fraud policy framework and the continued use of fraud risk assessments will enhance governance arrangements, maturing the framework.	
8	Appendices/Further Reading			
8.1	Appendix A – SFRS Anti-Fraud and Corruption Policy			
8.2	Appendix B – SFRS Counter Fraud Strategy			
8.3	Appendix C – SFRS Fraud Response Plan			
Prepare	David Johnston, Risk and Audit Manager			
Sponsor	nsored by: Deborah Stanfield, Interim Director of Finance and Contractual Service			
Presente	esented by: Deborah Stanfield, Interim Director of Finance and Contractual Services			
Links to Stratogy and Cornorate Values				

Links to Strategy and Corporate Values

The reporting on Fraud forms part of the Services Governance arrangements and contributes to the Services 2025-2028 Strategy in relation to the following outcomes:

- Our organisational performance, productivity and resilience continually improves, delivered through organisational risk, security and resilience activities.
- We are more innovative and achieve sustained investment in our technology, equipment, estate
 and fleet, making us more effective and efficient, delivered through more efficient and effective
 corporate business processes.

Governance Route for Report	Meeting Date	Report Classification/ Comments	
Audit and Risk Assurance Committee	23 October 2025	For Scrutiny	
Corporate Board	27 October 2025	For Scrutiny	
SFRS Board	18 December 2025	For Approval	

Finance and Contractual Services



FINANCE AND PROCUREMENT

Anti-Fraud & Corruption Policy

Original Author/Role	David Johnston, Risk & Audit
	Manager
Date of Equality Impact Assessment	
Date of Impact Assessment (commenced)	
Date of Impact Assessment (concluded)	
Quality Control (name)	Lynne McGeouch, Head of Finance &
	Procurement
Authorised (name and date)	Deborah Stanfield, Director of Finance
	and Contractual Services
Date for Next Review	October 2028

VERSION HISTORY

Version	Change	Who	When
1.0	First Version Issued	David Johnston	October 2021
2.0	Second Version Issued	David Johnston	November 2025



CONTENTS

- 1. Policy Statement
- 2. Scope
- 3. Definitions
 - Fraud
 - Bribery
- **4.** The Fraud Framework
 - The Fraud Triangle
 - Understanding Danger Signs
 - Fraud Risk Assessment
 - Systems of Control
 - Monitoring and Review
 - Learning Lessons
- **5.** Reporting Fraud
- 6. Enforcement
- 7. Responsibilities
- 8. The Economic Crime and Corporate Transparency (ECCT) Act
- 9. Associated Documents

1. POLICY STATEMENT

The aim of this policy is to outline Scottish Fire and Rescue Service (SFRS) approach to the prevention, detection, reporting and management of fraud. SFRS is fully committed to the public service values of accountability, probity and openness and recognises the need to ensure the highest standards of probity by actively reducing the risk of fraud and to developing an anti-fraud culture.

SFRS is committed to the Scottish Government's zero tolerance approach to fraud and will adhere to relevant legislation in defining its approach. All SFRS staff are required at all times to act honestly and with integrity and to safeguard the public resources for which they are responsible.

SFRS will not accept any level of fraud or corruption and any cases of actual or suspected fraud will be thoroughly investigated and dealt with appropriately.

2. SCOPE

This policy relates to all staff and Board Members, defines the principles of the SFRS Anti-Fraud & Corruption process.

The policy aligns to the SFRS Whistle Blowing Policy which outlines the Service's commitment to the highest possible standards of openness and accountability and employees with serious concerns about illegality, malpractice, wrongdoing or serious failures in standards of work are encouraged to come forward and voice their concerns without fear of reprisal.

Both policies allow for the reporting of Fraud and the Director of Finance and Contractual Services and the Director of People will determine the most applicable policy to be followed.

COUNTER FRAUD CULTURE

SFRS has a zero tolerance approach to fraud: there is no acceptable level of fraud. There is a role for all members of staff in establishing an effective counter fraud culture by engaging and being alert to the risk of external and internal fraud; identifying suspicious activities and control weaknesses; and reporting any suspicions quickly and appropriately.

The Service's approach to counter fraud will follow 5 strategic objectives, with further information outlined within the Counterfraud Strategy:



- Prevent: we will prevent fraud by raising awareness of fraud and its safeguards within SFRS, our partner organisations in the private and voluntary sectors and our stakeholders.
- Detect: we will detect fraud through improving our systems and controls to support our business and public services.
- Investigate: we will handle fraud by being proactive in analysing data to identify
 areas at risk of fraud, by being effective and professional in our investigations of
 specific cases and by maintaining a robust whistle blowing procedure.
- **Enforce** we will handle fraud by continuing to be tough on fraudsters by punishing them more efficiently and effectively
- Deter: we will deter fraud by removing silos and working together across
 organisations and the public sector to share information and develop combined
 approaches to countering fraud.

3. **DEFINITIONS**

3.1 Definition of Fraud

Fraud is the use of deception with the intention of obtaining personal gain, avoiding an obligation or causing loss to another party. Fraud can be used to describe a wide variety of dishonest behaviour such as forgery, false representation and the concealment of material facts. The fraudulent use of DaTS resources is included in this definition, where its use is a material factor in carrying out a fraud.

The following are examples of the types of activity that can be regarded as fraud, but not limited to:

- Manipulation or misreporting of financial information
- Misuse of DaTS equipment
- Fraudulent completion or falsifying documentation
- Misrepresentation of qualifications to obtain employment
- Non-disclosure of personal or business interests
- Collusion
- Asset misappropriation
- Bribery

3.2 Definition of Bribery

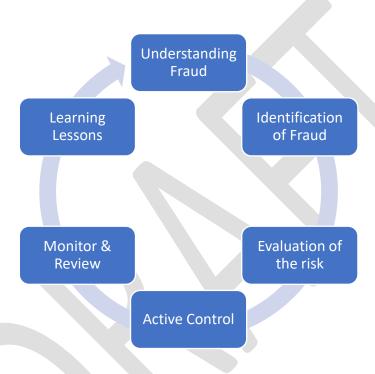
A bribe is an offer or promise of a financial or other advantage, designed to induce another person to perform improperly or to reward another person for performing improperly in their position of trust and responsibility. The Bribery Act 2010 is UK-Wide legislation that:

- Makes it a criminal offence to give, promise or offer a bribe and to request,
 agree to receive or accept a bribe either at home or abroad.
- Increases the maximum penalty for the more serious cases of bribery from seven to ten years imprisonment, with an unlimited fine.
- Introduces a corporate offence of failure to prevent bribery by persons working on behalf of a business.

4. THE FRAUD FRAMEWORK

Accountable Officers are responsible for establishing and maintaining sound internal controls that support the achievement of the organisation's policies, aims and objectives. The system of control is designed to respond to and manage the range of risks presented to the organisation by fraud, both internal and external.

In broad terms managing the risk of fraud involves:



4.1 The Fraud Triangle

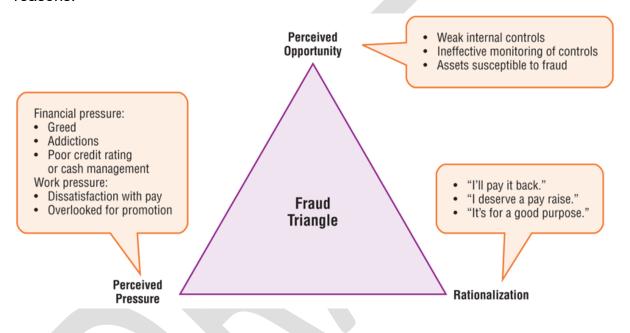
To manage the risk of fraud more effectively the Service needs to understand some of the motivations for committing fraud and in doing so identify better ways in which occurrence of such instances can be reduced.

The fraud triangle is a model used to explain the main reasons behind an individual's decision to commit fraud and consists of three elements:

Opportunity to commit fraud is the means by which the individual will defraud SFRS/the organisation. This is where internal controls are weak and access to assets and information allows fraud to occur.

Motivation or a need/pressure for committing fraud. This can be for financial reasons such as a drug or gambling addiction, or other motivating factors.

Rationalisation that justifies fraudulent behaviour. This can be for a variety of reasons.



By putting in place controls to minimise or manage these risks the Service will reduce the potential for fraud to impact upon the organisation.

4.2 Understanding Danger Signs and Reacting to Concerns

Managers and staff must always be alert to the risk of fraud and corruption and understand the danger signs of both internal and external fraud.

Danger signs of internal fraud which include:

- Evidence of excessive spending by staff in cash/contract work.
- Inappropriate relationships with suppliers

- Reluctance of staff to take leave
- Undue possessiveness of or anomalies between work records.
- Pressure from colleagues to avoid, or deliberate avoidance of, normal control procedures.
- Abnormal Travel and Subsistence claims, overtime or flexible working patterns.

Concerns of internal fraud by staff should be reported when:

- Any dishonest or fraudulent act has occurred or is suspected
- Forgery or alteration of documents or accounts
- Misappropriation of funds, supplies or other assets
- Impropriety in the handling or reporting of money or financial transactions
- Profiting from an official position
- Accepting or seeking value from third parties by virtue of official position or duties
- Disclosure of official activities or information for advantage

Danger signs of external fraud:

- Photocopies of documents when originals would be expected.
- Discrepancies in information, e.g., signatures and dates.
- Unexpected queries from stakeholders or suppliers, e.g., bank account detail changes.
- Requests for non-standard types of payment.
- Unexpected trends or results, e.g., form reconciliations.

Concerns over an external organisation should be reported when:

- Being offered a bribe or inducement by a supplier
- Receiving fraudulent invoices from a supplier
- Reported allegations of corruption or deception by a supplier

4.3 Fraud Risk Assessment (Appendix 1)

In order to evaluate the Service's exposure to fraud a fraud risk assessment process has been integrated within the Annual Governance Framework.

The purpose of the FRA is to focus resources based on the fraud risks identified. It details who might defraud the organisation, how they could do it, the controls currently in place and provides an overall assessment of the risk to the Service. Critically, the assessment also requires the responsible officer to identify ways in which the risk can be better managed.

The key stages of the fraud risk assessment are:

- Identification of specific fraud risks that will lead to fraud
- Identification of required control actions
- Assess and score the likelihood (1-5) and the impact (1-5) of fraud risk
- Provision of progress and evidence of completed control actions

4.4 Systems of Control

Appropriate **preventive** and **detective** controls should be put in place to counter the risk of fraud.

- **Preventive** controls are designed to limit the possibility of a fraud occurring e.g., segregation of duties.
- Detective controls are designed to spot errors, omissions and fraud after the event e.g., supervisory checks and reconciliations.

Managers with responsibility for awarding contracts, making payments, authorising grants and other financial transactions must ensure they adhere to all relevant policies and procedures, requesting assistance if further information is required.

It is important that:

- There is adequate segregation of duties and proper authorisation processes for payments.
- Staff dealing with these procedures are clear on what should be done.
- Accounting and other records, such as cash balances, bank balances, physical stock counts, are reconciled with the actual position.
- Where staff make SFRS aware of any private matters or criminal convictions
 which may impact their public duties, steps will be put in place to resolve any
 conflicts that may arise to protect that public interest. This will be in line with
 the SFRS Code of Conduct or any other relevant policy.

4.5 Monitoring & Review

Monitoring of fraud risk will be undertaken through the Audit and Risk Assurance Committee and the Corporate Board to ensure establish processes remain effective.

The governance framework ensures that the right level of assurance is used to inform decision making within an overall framework, clearly indicating the separation of scrutiny roles across the organisation.

4.6 Learning Lessons

Lessons learned through the risk assessment process, monitoring and reporting and effective scrutiny will be used to inform and develop the framework through policy review, minimising the likelihood of reoccurrence.

5.0 REPORTING FRAUD

In the event of a fraud, attempted fraud or other illegal or criminal act being suspected, employees should immediately report the matter to their line manager. If there is a concern that line management may be involved, the matter should be reported to the next appropriate level.

The responsibility for managing the risk of fraud has been delegated to the Director of Finance & Contractual Services who, in conjunction with the Director of People, will be responsible for authorising the reporting of an incident to Police Scotland, where it is appropriate to do so.

The reporting of fraud may be made directly to the Director of Finance and Contractual Services, in line with the Anti-Fraud and Corruption Policy, or through the Whistleblowing Policy where an employee has a reasonable belief that a criminal offence is being, has been, or is likely to be committed. The whistleblowing policy can also be used in circumstances where there is a belief that one of the appointed Directors may be suspected of fraudulent activity.

Managers and staff must always be alert to the risk of fraud, bribery and corruption and are required to take seriously any allegations of fraud reported to them and be assured that there are reasonable grounds for concern follow established procedure to ensure any suspicions are reported.

Where a disciplinary is being undertaken and investigating officers believe fraud may be involved, advice must be sought from the Director of Finance and Contractual Services before any further investigation is undertaken.

6.0 ENFORCEMENT

All cases of actual or suspected fraud will be investigated and appropriate action will be taken where a case of fraud is identified. The Director of Finance and Contractual Services will be responsible, in consultation with the Director of People, for appointing an investigating officer.

Where SFRS receives an allegation of fraud that it considers merits an investigation, consideration must be given to report any criminal allegations to Police Scotland. In circumstances where contact with Police Scotland is required this will be undertaken by the Director of Finance and Contractual Services, or the appropriate appointed senior officer. Where the requirement to report to Police Scotland is unclear, assistance can be sought from Legal Services.

In circumstances where fraud is found to have been undertaken by a member of staff, or a manager whose negligence is held to have facilitated fraud, action may also be taken in line with the SFRS Disciplinary policy. In circumstances where the managers' conduct is identified as grossly negligent it may also require the involvement of the SFRS Disciplinary Policy.

7. RESPONSIBILITIES

7.1 SFRS Board

The SFRS Board is responsible for ensuring effective arrangements are in place to provide assurance on risk management, governance and internal control. The Board will approve any amendments to the Anti-Fraud and Corruption Policy.

7.2 Chief Officer

In accordance with the Scheme of Delegation the Chief Officer will ensure that effective measures are implemented to manage the risk of fraud consistent with the Scottish Public Finance Manual.

The SFRS Financial Regulations also identifies the Chief Officer as being responsible for identifying and managing the risk of fraud and corruption, for ensuring that appropriate risk management, internal control and governance arrangements are in place and for ensuring that Best Value is achieved.

The annual reporting of any significant issues will be incorporated within the Annual Governance Statement and will be reported through this framework.

7.3 Audit & Risk Assurance Committee (ARAC)

The overall purpose of the Committee is to provide independent assurance to the Board and Accountable Officer on the adequacy and effectiveness of the policies, procedures and systems relating to internal control, risk management and governance.

In relation to fraud ARAC will scrutinise, challenge and ensure continuous improvement on the appropriateness of the internal control environment, Anti-Fraud and Corruption policies and corporate oversight for fraud and irregularities.

The Committee will be provided with a report on the Counter Fraud and Bribery arrangements and performance at each meeting.

7.4 Director of Finance and Contractual Services

Overall responsibility for managing the risk of fraud has been delegated to the Director of Finance and Contractual Services whose responsibilities will include, but not limited to:

- Establishing an effective anti-fraud policy, and associated framework.
- Making sure that all staff are aware of SFRS Anti-fraud and Corruption Policy
- Ensuring that appropriate anti-fraud training and development opportunities are available to appropriate staff.
- Ensuring that vigorous and prompt investigations are carried out if fraud occurs or is suspected.
- Appoint an investigating officer to ensure that appropriate action is taken against perpetrators of fraud. This will be undertaken in consultation with the Director of People.
- Taking appropriate action to recover assets or losses.
- Ensuring that appropriate action is taken to minimise the risk of similar frauds occurring in future.
- Establishing appropriate mechanisms for the reporting and monitoring of fraud related issues.
- Authorise the relevant Senior Officer to contact Police Scotland for further guidance.
- The Director of Finance and Contractual Services, in conjunction with the Director of People, will be responsible for determining the applicable policy for reporting

7.5 Director of People

The Director of People will ensure that they maintain a Disciplinary Policy and Procedure within which managers can work with employees to maintain satisfactory standards with regards to the fulfilment of their employment contract and conduct.

The Director of People will ensure that appropriate disciplinary action is taken against perpetrators of fraud, supervisors whose negligence has contributed to fraud, any employee unreasonably failing to report fraud through gross negligence or any employee making malicious false claims under this policy.

When notified of an actual or suspected fraud the Director should:

- Consult with the Director of Finance and Contractual Service in relation to the
 appointment of an Investigating Officer, as appropriate. It should be noted that
 fraud investigations can be undertaken by Internal Audit or an Investigating
 Officer depending on the circumstances and agreement should be reached
 between the Director of People and the Director of Finance and Contractual
 Services as to the most appropriate course of action
- When appropriate, implement disciplinary procedures in line with the SFRS
 Disciplinary Policy and Procedure., against the perpetrators of fraud,
 supervisors whose gross negligence has contributed to the fraud, any
 employee unreasonably failing to report fraud through gross negligence or
 any employee making malicious false claims of fraud.
- The Director of People and the Director of Finance and Contractual Services
 will be responsible for determining the applicable policy for reporting purposes
 and where they believe it to be appropriate to do so will be responsible for
 authorising the reporting of criminal activities to Police Scotland.

7.6 Corporate Board

The purpose of the Corporate Board is to provide assurance to SFRS that appropriate systems of controls are in place and operating effectively, improving

accountability, transparency in decision making and ensuring that key Service priorities are met.

The Corporate Board will keep under review the organisation's whistleblowing, antifraud and corruption policy including supporting reporting processes and support the regular review of the Anti-Fraud and Corruption Policy.

7.7 Internal Audit

Internal Audit will assist management by examining, evaluating and reporting on controls in order to provide an independent assessment of the adequacy of the internal control system. This will include controls aimed at reducing the potential for fraud to occur.

Based on its activity, Internal Audit is responsible for reporting significant risk exposures and control issues to the Audit & Risk Assurance Committee and to Senior Management, including fraud risks, governance issues and other matters needed or requested by the Board.

7.8 SFRS Managers

All SFRS Managers are directly responsible for the prevention and detection of fraud. They must adhere to the Anti-Fraud and Corruption Policy, and other relevant policies, and ensure controls identified through the Fraud Risk Assessment are fully implemented and monitored for their effectiveness, minimising the potential for reoccurrence.

Managers are required to take seriously any allegations of fraud reported to them and be assured that there are reasonable grounds for concern. Where this is the case, they must notify their line manager or the Director of Finance and Procurement without delay.

7.9 All SFRS Employees and Board Members

All SFRS employees and Board members will act in line with the relevant SFRS Code of Conduct and have a critical role to play in the prevention and detection of fraud and corruption. Specifically, SFRS employees and Boards members should:

- Act in accordance with the Bribery Act 2010
- Comply with the SFRS Anti-Fraud and Corruption Policy and other related policies aimed at minimising risk to the Service.
- Be alert to the possibility that unusual events or transactions could be indicators of fraud.
- Report details immediately through the appropriate channels if they suspect that a fraud has been committed or see any suspicious acts or events.
- Co-operate fully with anyone conducting internal checks or reviews or fraud investigations.
- Act with honesty, impartiality and transparency with regard to the acceptance of gifts and/or hospitality.

7.10 Procurement Staff

The Procurement Team, and those undertaking procurement activity for the Service, should be aware of the fraud risks that exist in undertaking the procurement process. This could relate to the risk of collusion among contractors, between procurer and bidder and potential risks exposed to the Service during procurement processes. SFRS specifically requires that all involved in the procurement process declare any interests in line with the Gifts, Hospitality and Interests Policy.

In addition:

 Procurement will update their governance and procurement procedures in line with legislative changes and will undertake activities in a compliant manner

- The Service will introduce a supplier portal that will enable suppliers to update key information including bank changes. Verification processes established to detect fraud will be modified to align with this technology.
- Quality assurance processes ensure that regulated procurement activity is reviewed by procurement staff not involved in the particular exercise to provide assurance and seeks to minimise the risk of challenge.
- Procurement will adhere to the Anti-Fraud and Corruption Policy to prevent, detect and respond to fraud. It's recognised that procurement fraud can occur and established processes are designed to minimise the potential for fraud to occur. Training is provided to procurement staff on fraud with training then provided more widely across the Service.
- Procurement will continue to work with police Scotland to minimise the risk of involvement in serious organised crime and will participate within the national fraud activity, implementing any changes required following investigation of any relevant matches.

8.0 The Economic Crime and Corporate Transparency (ECCT) Act 2023

The ECCT aims to enhance the UK's ability to combat economic crime and improve corporate transparency, it will sit alongside existing law and will apply to public bodies, such as the Scottish Fire and Rescue Service.

Associated guidance sets out procedures and fraud prevention measures, that relevant bodies can put in place to prevent persons associated with them from committing fraud offences. The fraud framework should be informed be the following principles:

- Top Level Commitment
- Risk Assessment
- Proportionate risk-based prevention procedures
- Due Diligence
- Communication and training
- Monitoring and Review

The guidance identifies that individual sectors of the economy may choose to develop sector-specific guidance to provide more detail on prevention measures associated with specific risks in that sector.

In relation to the Scottish Fire and Rescue Service the Anti-Fraud and Corruption Policy, the Fraud Strategy, Fraud Response Plan and associated Fraud Risk Assessment guidance provide the framework through which SFRS will minimise the potential for fraud to impact upon the Service. The Service will follow the principles outlined within the Act and undertake to review the fraud framework at appropriate times.

9.0 ASSOCIATED DOCUMENTS / REFERENCES

The Bribery Act 2010

SFRS Whistleblowing Policy

SFRS Gifts, Hospitality & Interests Policy

SFRS Disciplinary Policy & Procedure

SFRS Capability Policy & Procedure

Scottish Government's Zero Tolerance Approach

SFRS Code of Conduct

SFRS Assurance Framework

SFRS Scheme of Delegation

Financial Regulations

SFRS Counter Fraud Strategy

SFRS Fraud Response Plan

SFRS Fraud Risk Assessment



FINANCE AND PROCUREMENT

COUNTER FRAUD STRATEGY

Original Author/Role	David Johnston, Risk and Audit Manager
Date of Risk Assessment (if	
applicable)	
Date of Data Protection Impact	
Assessment (if applicable)	
Date of Equality Impact Assessment	
Quality Control (name)	Lynne McGeough, Head of Finance and
	Procurement
Authorised (name and date)	Deborah Stanfield, Director of finance and
	Contractual Services
Date for Next Review	October 2028

VERSION HISTORY

Version	Change	Who	When	
0.1	First Version Issued	David Johnston, Risk and	October 2025	
		Audit Manager		



CONTENTS

- 1. Introduction
- 2. Counter Fraud Culture
- 3. Scope
 - a. How Will SFRS Achieve These Objectives
- 4. Monitoring Progress
- 5. Counter Fraud Commitment
- 6. Associated documents / References

1. INTRODUCTION

The Scottish Public Finance Manual is issued by Scottish Ministers to provide guidance to the Scottish Government and other relevant bodies on the proper handling and reporting of public funds. It requires robust control measures to minimise loss, and a zero-tolerance approach to fraud.

The Scottish Fire & Rescue Service (SFRS) Counter Fraud Strategy, along with the SFRS Anti-Fraud & Corruption Policy and Response Plan, outlines the approach for the prevention, detection, reporting and handling of fraud. The documentation is designed to be accessible to all SFRS staff.

SFRS has a separate "Whistleblowing Policy" which sets out a procedure on how to raise concerns of a general nature.

2. COUNTER FRAUD CULTURE

SFRS has a zero tolerance approach to fraud: there is no acceptable level of fraud. There is a role for all members of staff in establishing an effective counter fraud culture by engaging and being alert to the risk of external and internal fraud; identifying suspicious activities and control weaknesses; and reporting any suspicions quickly and appropriately.

Our approach to counter fraud aims to ensure that a zero-tolerance culture to fraud is maintained and that fraud is effectively managed at all levels of public service delivery as follows:

- Committing to clear ethical standards through a formal Anti-Fraud & Corruption policy
- Communicating our attitude to fraud by raising awareness of our Anti Fraud & Corruption policy to all staff
- Supporting all staff in their responsibilities in preventing and detecting fraud through guidance and training
- Providing managers with specialist support in designing, operating and reviewing internal controls
- Maintaining comprehensive procedures for preventing and detecting fraud that must be carefully followed and monitored
- Protecting members of staff through a robust process for reporting suspicions of fraud
- Responding to fraud effectively through a comprehensive fraud response plan
- Using data and technology efficiently within SFRS systems to combat fraud
- Sharing knowledge of vulnerabilities through emerging fraud risks, lessons learned and identified best practice through strong communication channels

3. SCOPE

We have 5 strategic objectives in our approach to countering fraud:



- Prevent: we will prevent fraud by raising awareness of fraud and its safeguards within SFRS, our partner organisations in the private and voluntary sectors and our stakeholders.
- **Detect**: we will detect fraud through improving our systems and controls to support our business and public services.
- Investigate: we will handle fraud by being proactive in analysing data to identify
 areas at risk of fraud, by being effective and professional in our investigations of
 specific cases and by maintaining a robust whistle blowing procedure.
- **Enforce** we will handle fraud by continuing to be tough on fraudsters by punishing them more efficiently and effectively
- Deter: we will deter fraud by removing silos and working together across organisations and the public sector to share information and develop combined approaches to countering fraud.

3.1 How will SFRS achieve these objectives

Prevent

- Through the use of Fraud Risk Assessment, and incidents of fraud, we will identify
 areas of potential fraud and the required actions to minimise the potential of a fraud
 occurring and prepare resilience plans / action plans to minimise its impact.
- We will identify and engage on new and emerging fraud risks to support the implementation of new preventative controls
- We will develop and enforce Service wide policies and procedures to minimise the potential of fraud
- We will develop preventative controls to ensure that opportunities for fraud are reduced wherever possible.
- We will incorporate suitable controls within the design and implementation of new systems and processes
- We will provide awareness training to increase levels of awareness and ownership of fraud
- Through regulated procurement practises and the application of the SFRS
 procurement governance model we will minimise the potential for fraud to occur
 through contract placement.

Detect

- We will continue to adhere to and participate with the National Fraud Initiative, aiming to ensure a 100% investigation rate in relation to identified matches, liaising with Directorates to minimise the risk of fraud occurring.
- We will use technology, such as data matching, to assist us in identifying anomalies which may indicate fraud.
- We will analyse and verify financial costs claimed and evaluate the potential for fraud, engaging with Directorates to identify any gaps in controls.
- We continue to explore emerging advances in technology (such as machine learning) to identify high risk patterns of activity that could indicate high risk of fraud.
- We will mature the Services fraud arrangements ensuring ownership and awareness
 of fraud is retained within the workforce, ensuring that we proactively seek to quickly
 detect and disrupt incidents of fraud as early as possible.

- We will provide awareness training to increase levels of awareness and ownership of fraud
- We will continue to develop close working relationships and expand the range of intelligence sharing networks we can access across law enforcement communities.

Investigate

- We will invest in the specialist skills and capability required to effectively examine cases of alleged fraud
- We will invest in and establish a skilled and dedicated investigation team, who
 provide advice and guidance to all SFRS employees.
- We will support disciplinary processes ensuring the risk of fraud is reflected within investigations.
- We will participate in collaborative investigations across other organisations and partners involved in countering fraud and other related criminality.
- We will invest in technology to gather evidence of potential fraud and through data analytic and data visualisation enhance investigations processes where possible.

Enforce

- We will take appropriate action where evidence demonstrates that fraud has occurred, while ensuring that unintentional error is not criminalised
- We will take the opportunity to disrupt fraud as quickly as possible to minimise ongoing loss to public funds.
- We will work closely with the People Directorate to take appropriate disciplinary action (which may include dismissal) against staff who commit fraud
- We will apply a fair and consistent approach when considering enforcement action, as required by SFRS's Anti- Fraud Policy and other relevant policies.
- We have commitment at senior level to counter fraudulent activity across SFRS appropriately, underpinned by an organisation-wide counter fraud culture.
- In consultation with the Director of Finance and Contractual Services and the Director of People we will report instances of fraud to Police Scotland for appropriate action.
- We will work with partners to protect the wider public purse and will seek opportunities to positively contribute to the wider counter fraud community.

Deter

- We will promote the anti-fraud and corruption policy, reinforcing the message the fraud is not a victimless crime and individuals will be held to account.
- We will provide awareness training to increase levels of awareness and ownership of fraud
- We will communicate through SFRS iHub, and other means, recent fraud events, highlighting the impact upon organisations and individuals and providing clear internal messaging to ensure all staff are aware of the consequences of perpetrating fraud.
- We will report on fraud related events and incidents through established governance routes to ensure effective scrutiny and assurance arrangements are maintained.
- We will adhere to the requirements of the National Fraud Initiative, highlighting areas of concern.

4. MONITORING PROGRESS

- We will provide the Audit and Risk Assurance Committee with a quarterly Fraud Report highlighting activities undertaken in relation to:
 - Fraud Risk Assessment
 - Progress against the National Fraud Initiative
 - Gifts, Hospitality and Interests
 - Whistleblowing; and
 - Specific fraud incidents
 - o Other fraud related activities undertaken as required.
- Separate monitoring reports will be provided to the Corporate Board on progress against specific fraud actions plans.
- Where audits reviews are undertaken, we will revise the policy, strategy and response plans aligned to the review and associated recommendations.

5 COUNTER FRAUD COMMITMENT

The Counter Fraud Strategy will support SFRS's commitments outlined within the 2025 – 2028 Strategy and specifically in relation to our **Improving Performance Outcome**, ensuring our organisational performance, productivity and resilience continually improves.

This be delivered by:

- Maintain awareness of the Scottish Government Counter Fraud Maturity Model to enhance levels of productivity and performance, whilst providing value for money to the public.
- Organisational risk, security and resilience will be effectively managed to maintain business continuity during impactful events, such as cyber attacks

6. ASSOCIATED DOCUMENTS / REFERENCES

SFRS Anti-Fraud & Corruption Policy

Fraud Response Plan

Fraud Risk Assessment Guidance

Whistleblowing Policy

Gifts, Hospitality & Interests Policy

Standing Orders

Financial Regulations

Code of Conduct

Scottish Government Counter Fraud Maturity Model

Finance and Contractual Services



FINANCE AND CONTRACTUAL SERVICES

Fraud Response Plan

Original Author/Role	David Johnston, Risk and Audit Manager
Date of Risk Assessment (if	
applicable)	
Date of Data Protection Impact	
Assessment (if applicable)	
Date of Equality Impact Assessment	
Quality Control (name)	Lynne McGeough, Head of Finance and
	Procurement
Authorised (name and date)	Deborah Stanfield, Director of finance and
	Contractual Services
Date for Next Review	October 2028

VERSION HISTORY

Version	Change	Who	When
1.0	First Version Issued	David Johnston	November 2025



Contents

- 1. Purpose
- 2. Application
- 3. Role of Internal Audit
- 4. Role of the Director of Finance and Contractual Services
- 5. Role of Director of People
- 6. Reporting Fraud
- 7. Investigation Process
- 8. Action Following Fact Finding Exercise
- 9. Confidentiality
- 10. Reporting / Monitoring Case of Fraud

1. PURPOSE

This fraud response plan sets out arrangements to ensure that when suspected Frauds against SFRS are reported, either to line managers, the Director of Finance and Contractual Services or the Director of People, effective action is taken to:

- Investigate the circumstances, securing necessary evidence and ensure any information is retained securely
- Minimise the risk of subsequent loss
- Ensure that appropriate recovery action is taken or failing recovery, identify relevant financial action to be taken.
- Remedy any weaknesses in internal control procedures
- Initiate disciplinary and/or legal procedures where appropriate
- Demonstrate that SFRS is committed the Scottish Government's zero tolerance to fraud.
- Minimise any adverse publicity for SFRS

2. APPLICATION

All employees and Board members are covered by these arrangements which are designed to apply to both external and internal fraud.

These procedures also apply in respect of SFRS employees who are seconded to other bodies. In such cases, the body to which the employee is seconded will be consulted on the handling of the investigation. These procedures will also apply to individuals who are seconded to SFRS. In these cases, the parent body will be consulted on the handling of the investigation.

3 ROLE OF INTERNAL AUDIT

Internal Audit's role:

The SFRS Internal Audit function is outsourced and where required internal audit may be asked to assist in internal investigations or undertake an independent internal audit review or investigation of the alleged fraud.

Upon completion of any internal fraud investigations, internal audit may be asked to review internal findings and recommendations, commenting on the suitability of control actions identified.

4 ROLE OF DIRECTOR OF FINANCE AND CONTRACTUAL SERVICES

Aligned to the Anti-Fraud and Corruption Policy the Director of Finance and Contractual Services will:

- Determine the relevant applicable policy to be followed.
- Reinforce awareness of and engagement with the SFRS Anti-fraud and Corruption Policy
- Ensure that vigorous and prompt investigations are carried out if fraud occurs or is suspected.
- Appoint an investigating officer to ensure that appropriate action is taken against perpetrators of fraud. This will be undertaken in consultation in with the Director of People.
- Taking appropriate action to recover assets or losses.
- Ensuring that appropriate action is taken to minimise the risk of similar frauds occurring in future.
- Ensure governance arrangements are maintained in relation to the reporting and monitoring of fraud incidents and related actions.
- Following relevant consultation, contact or authorise the relevant Senior Officer to contact Police Scotland for further guidance.

5 ROLE OF DIRECTOR OF PEOPLE

Aligned to the Anti-Fraud and Corruption Policy the Director of People will:

- If appropriate, based on the prima facie evidence, arrange to suspend the employee or employees accused pending the outcome of any investigations. Any suspension will be undertaken in line with the SFRS Disciplinary Policy and Procedure.
- Consult with the Director of Finance and Contractual Service in relation
 to the appointment of an Investigating Officer, as appropriate. It should
 be noted that fraud investigations can be undertaken by Internal Audit
 or an Investigating Officer depending on the circumstances and
 agreement should be reached between the Director of People and the
 Director of Finance and Contractual Services as to the most
 appropriate course of action.
- When appropriate, implement disciplinary procedures in line with the SFRS Disciplinary Policy and Procedure against the perpetrators of fraud, supervisors whose gross negligence has contributed to the fraud, any employee unreasonably failing to report fraud through gross negligence or any employee making malicious false claims of fraud.
- The Director of People and the Director of Finance and Contractual Services will be responsible for determining the applicable policy for reporting purposes and where they believe it to be appropriate to do so will be responsible for authorising the reporting of criminal activities to Police Scotland.

6 REPORTING FRAUD

In the event of a fraud being identified or suspected, employees should immediately report the matter to their line manager. If there is a concern that line management may be involved, the matter should be reported to the next appropriate level.

Subsequent reporting of fraud may be made directly to the Director of Finance and Contractual Services, in line with the Anti-Fraud and Corruption Policy, or through the Whistleblowing Policy where an employee has a reasonable belief that a criminal offence is being, has been, or is likely to be committed. The whistleblowing policy can also be used in circumstances where there is a belief that one of the appointed Directors may be suspected of fraudulent activity.

Employees can also raise concerns using the external confidential reporting line, Safecall, details of which can be found on the iHub. This independent reporting facility provides access to a 24 hour / 365 day telephone line or where preferred, a confidential online reporting tool.

The responsibility for reporting fraud or suspected fraud to Police Scotland has been delegated to the Director of Finance and Contractual Services who, in conjunction with the Director of People, will be responsible for contacting Police Scotland or authorising an appropriate senor officer to report the incident.

Managers and staff must always be alert to the risk of fraud, bribery and corruption and are required to take seriously any allegations of fraud reported to them and be assured that there are reasonable grounds for concern follow established procedure to ensure any suspicions are reported.

7 INVESTIGATION PROCESS

Upon receipt of a suspected fraud the Director of Finance and Contractual Services, in consultation with the Director of People, will appoint an investigating officer with the appropriate seniority, knowledge of the area and skills to undertake an initial fact-finding exercise.

This action must be undertaken on a timely basis, securing any necessary information, as failure to act immediately could have implications for any subsequent investigation. Initial findings should be produced as soon as practicable.

The investigating officer will be independent of the individual or Team concerned, retain knowledge of the area concerned and will be supported by a member(s) of the Risk and Audit Team.

The purpose of the exercise will be to determine the factors that give rise to the suspicion of fraud and to clarify whether a genuine mistake has been made or if it is likely that a fraud has been attempted or occurred. Enquires undertaken must minimise the potential for the alleged individual(s) to become aware of the exercise, to prevent evidence from being destroyed or removed.

It is imperative that any enquiries do not prejudice subsequent investigations or corrupt evidence, therefore, where any doubt exists further guidance should be sought from Legal Services, internal audit or where appropriate Police Scotland. Under no circumstances will staff or line management contact Police Scotland directly, unless authority has been provided by the Director of Finance and Contractual Services.

Where current disciplinary proceedings are being undertaken, and a suspicion of fraud is identified, disciplinary investigations should be suspended until further guidance can be obtained. Any fact-finding exercise will not prevent the Service from undertaking disciplinary processes, but procedures may be delayed until expert advice is sought, whether internally or externally through Police Scotland.

Where appropriate, information obtained through the fact-finding exercise may be passed to other investigations. All information collected through the fact-finding exercise must therefore be securely retained.

8 ACTION FOLLOWING FACT FINDING EXERCISE

Following receipt of a report from the fact finding exercise the Director of Finance and Contractual Service will:

- Where evidence of fraud is identified, notify the Chief Officer and the Chair of the Audit and Risk Assurance Committee of the outcome of the exercise.
- Where evidence of fraud is identified, consider whether information should be passed to Police Scotland
- In discussion with the Director of People, and subject to any potential Police investigation, ensure disciplinary action is taken, or continued, in line with the Services Disciplinary Policy.
- Minimise the risk of subsequent loss through the development of a fraud action plan, or where fraud is not identified, consider any required additional controls to minimise the potential for future loss.
- Outline the circumstances of the fraud within the next available Fraud Report to the Audit and Risk Assurance Committee.

9 CONFIDENTIALITY

Given the sensitive nature of the subject matter, information relating to individual employees should be shared with colleagues strictly on a "need to know" basis.

Information relating to the investigation should be treated in the same way as disciplinary investigation information and in relation to those reporting the suspected fraud, in accordance with SFRS Public Interest Disclosure (Whistleblowing) Policy

If the media becomes aware of an investigation any attempts to contact members of the investigating team or any other employees, no disclosure of the alleged fraud and investigation can be given. All matters relating to statements to the media will be dealt with through SFRS Corporate Communications team.

10 REPORTING/MONITORING CASES OF FRAUD

All instances of fraud will be reported to the Chair of the Audit and Risk Assurance Committee through the Director of Finance and Contractual Services.

Details of any identified fraud, and associated action plan, will be reported to the next available Audit and Risk Assurance Committee

Provide a report to the next available Corporate Board on the fraud identified and the developed fraud action plan.



SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/24-25

Agenda Item: 14

				Ą	genda	item:	14		
Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting	ing Date: 18 DECEMBER 2025								
Report	Γitle:	RESOURCE BUDGET MO	ESOURCE BUDGET MONITORING NOVEMBER 2025						
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9			Э			
			A	<u>B</u>	<u>C</u>	<u>D</u>	E	E	<u>G</u>
1	Purpose								
1.1	To advise the E 2025.	Board of the Resource Budg	jet pos	ition fo	r the pe	eriod ei	nding 3	30 Nove	ember
2	Background								
2.1	The Scottish Government initially allocated funding to Scottish Fire and Rescue Service (SFRS) for 2025/26 of £412.2million. This funding comprises a Resource and Capital Departmental Expenditure Limit (DEL) of £332.1million and £47million respectively, and £33million in respect of depreciation (Ring-fenced or "non-cash" DEL).								
2.2	The RDEL funding has subsequently been revised upwards by £0.1million to £332.2million. In addition, the Scottish Government has recognised the following budget adjustments that are required and has realigned the budget during the Autumn Budget Revision process (ABR): • £3.42m towards funding the additional National Insurance costs. • £1.0m to support the ongoing delivery of SSRP. • £0.4m in respect of the higher than budgeted NJC pay settlement. • £0.008m in respect of Long Service Good Conduct Medals. • the transfer of costs and budget in respect of Firelink back to the Scottish Government. This has resulted in a budget reduction of £3.185million, with associated costs being charged directly to the Scottish Government.								
2.3	As in 2024/25, it has been identified that the published Resource (Cash) budget does not include a correction of £0.5m required in relation to the reclassification of lease costs following the introduction of new accounting rules (IFRS16). It is anticipated that, as in 2024/25, this funding will be provided at the Spring Budget Revision (SBR).								
2.4	 Further amendments to be provided at the SBR, include: £1.5m for operational pressures, encompassing this year's unprecedented wildfires. £0.55m in respect of the higher than budgeted support staff pay settlement. £0.39m in respect of staff costs to support the Emergency Service Mobile Communication Programme (ESMCP) 								
2.5	These budget adjustments will therefore result in a revised Resource budget of £336.783million which has been reflected in this report.								

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3	Main Report/Detail
3.1	A summary of the consolidated financial position at this stage in the financial year is attached at Appendix A – Consolidated Financial Position.
3.2	The report details the current overspend against budget of £0.349million. The forecast year-end position at this stage shows an overspend of £0.643million .
3.3	 The forecast highlights that the significant employee cost variances relate to: An underspend for Control of £0.286million due to current vacancies. An overspend for Support of £0.713million due current staffing levels being above the budgeted levels when the agreed vacancy factor is considered. An overspend for On Call of £0.489million caused by the significant demand on SFRS resources and the subsequent impact on employers' National Insurance contributions. An overspend for Wholetime of £0.093million caused by increased overtime costs.
3.4	Other employee costs are forecast to be £0.204million underspent. This is mainly due to lower than anticipated ill-health retirals.
3.5	Property costs are forecast to be £0.099million overspent, reflecting essential repairs and maintenance partially offset by lower consumption of utilities to date.
3.6	Supplies & Services are forecast to overspend by £0.577million mainly due to higher hydrant maintenance and associated costs, increased IT contract prices, additional equipment maintenance checks offset by reduced communication and IT costs related to the In-Vehicle system element of the ESMCP/IVS project. Resources supporting Firelink are also forecast to underspend.
3.7	Transport costs are forecast to overspend by £0.404million due to increased fuel consumption reflecting current activity levels and additional demand on vehicle maintenance.
3.8	Third Party Payments are forecast to be underspent by £0.101million due to reduced demand for physiotherapy and counselling services. Physician services received additional budget in October to support current demand.
3.9	Income is forecast to over recover by £1.141million due to recovery of costs due to a successful legal challenge resulting in compensation to the Service and from external organisations for chargeable services.
3.10	Appendix A highlights several areas of risk to the reported financial position, most significantly in relation to ongoing property repairs, hydrant maintenance and wholetime overtime. Further delay to implementing asbestos screening will result in a reduction of expenditure.
4	Recommendation
4.1	The Board is asked to scrutinise the report.
5	Key Strategic Implications
5.1 5.1.1	Risk In relation to breaching budgetary limits, SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets. In exceptional circumstances, where additional spend may be required, that would exceed budget provision, approval may be sought from the Scottish Government.

OFFICIAL

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

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6	Core Brief				
6.1	The Interim Director of Finance and Contractual Services advised Board of the resource budget position for the period ending 30 November 2025. The November 2025 resource monitoring report shows a current overspend against budget of £0.349million, with a forecast year-end overspend of £0.643million.				
7	Assurance (SF	RS Board	I/Committee Meetings ONLY)		
7.1	Director:		Deborah Stanfield, Interim Director of Finance and Contractual Services		
7.2	Level of Assur (Mark as appro		Substantial/Reasonable/Limited/Insufficient		
7.2	Rationale:		 The financial position is reviewed monthly and budget variances and forecasts are highlighted. During the year, Strategic Leadership Teams agree actions to ensure we manage the financial position within agreed financial parameters. In addition: The Operations Directorate continually review overtime drivers and business rules. Recruitment and retiral assumptions are under active review. Portfolio budget management has been delegated to Programme Boards and CPPG. 		
8	Appendices/Further Reading				
8.1	Appendix A – Consolidated Financial Position				
Prepare	Prepared by: William Lindsay, Decision Support Manager		indsay, Decision Support Manager		
Sponso	nsored by: Lynne McGeough, Head of Finance and Procurement				
Present	Presented by: Deborah Stanfield, Director of Finance and Contractual Services				
Links to Strategy and Cornorate Values					

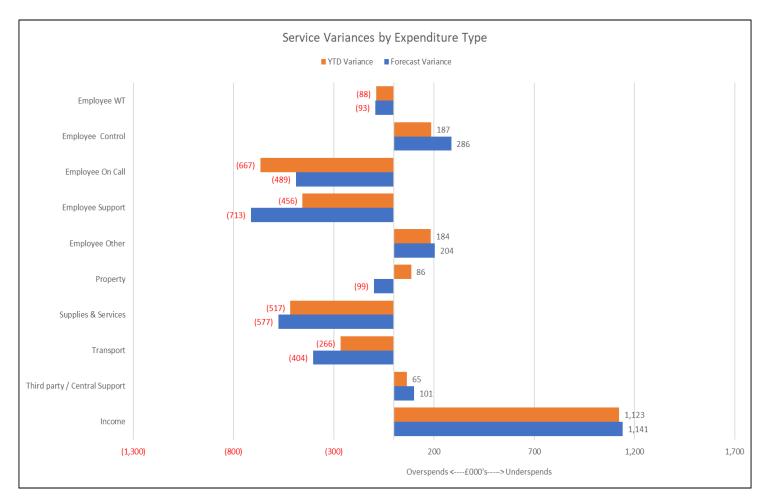
Links to Strategy and Corporate Values

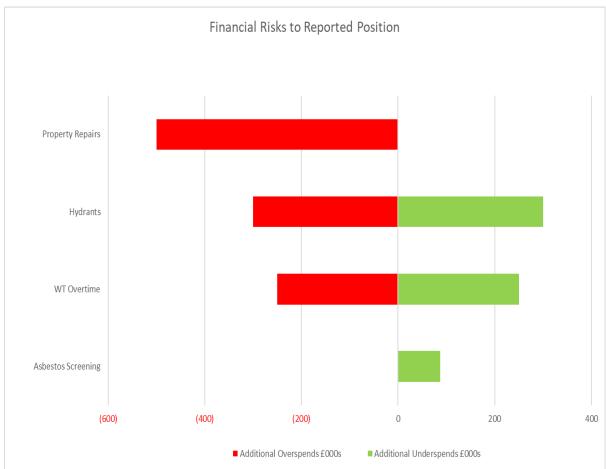
The budget recognises the important role the Service plays in delivering against our corporate value of working together for a safer Scotland.

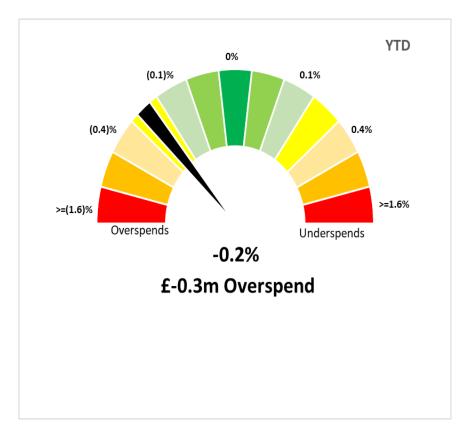
Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Leadership Team	16 December 2025	For Decision
SFRS Board	18 December 2025	For Scrutiny

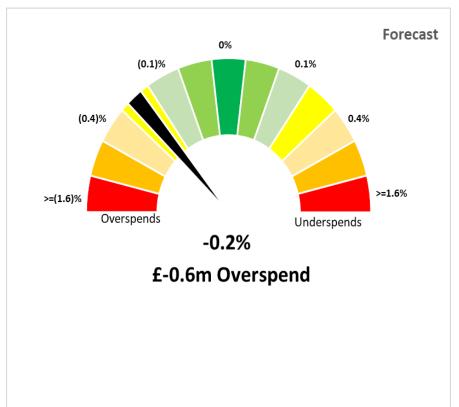
Appendix A Consolidated Financial Position November 2025

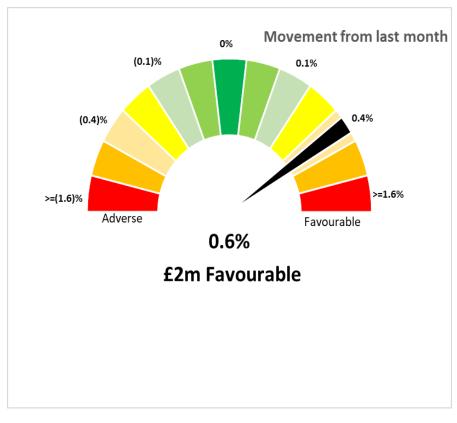
SFRS Financial Overview 2025/2026 Period 8











SFRS Resource Monitoring Report November 2025

The report below highlights a year-to-date overspend, as at the 30th November 2025, of £0.349 million (0.15% of the year-to-date budget). The forecast overspend to the 31st March 2026 is £0.643 million (0.2% of the full year budget).

Original	SG Budget	Virements	Revised	Narrative	Year to Date (£000's)				Year-End Projection (£000's)		
Budget	Revisions		Annual								
			Budget		Budget	Actual	Vari	ance	Forecast	Va	riance
					Budget	/ tetaai	£	%	1010005	£	%
			(1)+(2)				_ (4)-(5)	(6)/(4)		(3)-(8)	(9)/(3)
(1)		(2)	(3)		(4)	(5)	(6)	(7)	(8)	(9)	(10)
268,665	2,840	(364)	271,141	Employee Costs	179,656	180,496	(840)	-0.5%	271,946	(805)	-0.3%
260,014	2,840	(414)	262,440	Salary and Related Costs (including overtime)	174,143	175,167	(1,024)	-0.6%	263,449	(1,009)	-0.4%
177,490	322	126	177,938	Wholetime	117,954	118,042	(88)	-0.1%	178,031	(93)	-0.1%
8,165	15	(0)	8,180	Control	5,416	5,229	187	3.5%	7,894	286	3.5%
33,435	1,563	0	34,998	On-Call	23,375	24,042	(667)	-2.9%	35,487	(489)	-1.4%
40,924	940	(540)	41,324	Support	27,398	27,854	(456)	-1.7%	42,037	(713)	-1.7%
8,651	-	50	8,701	Other Employee Costs	5,513	5,329	184	3.3%	8,497	204	2.3%
3,774	-	-	3,774	Early Retirement Charges	2,518	2,323	195	7.7%	3,517	257	6.8%
1,129	-	51	1,180	Training	548	552	(4)	-0.7%	1,188	(8)	-0.7%
2,446	-	(1)	2,445	Subsistence & Travel	1,613	1,619	(6)	-0.4%	2,490	(45)	-1.8%
1,302	-	-	1,302	Other	834	<i>8</i> 35	(1)	-0.1%	1,302	-	0.0%
33,658	-	-	33,658	Property Costs	24,075	23,989	86	0.4%	33,757	(99)	-0.3%
27,139	(3,119)	71	24,091	Supplies & Services	17,693	18,210	(517)	-2.9%	24,668	(577)	-2.4%
5,762	-	-	5,762	Transport Costs	3,907	4,173	(266)	-6.8%	6,166	(404)	-7.0%
2,166	-	293	2,459	Third Party Payments	1,460	1,395	65	4.5%	2,358	101	4.1%
1,480	-	-	1,480	Financing	507	507	-	0.0%	1,480	-	0.0%
		-	-	Budget Reallocation	_	-	-	0.0%	-	-	0.0%
338,870	(279)	0	338,591	GROSS EXPENDITURE	227,298	228,770	(1,472)	-0.6%	340,375	(1,784)	-0.5%
(1,808)	-	-	(1,808)	Income	(927)	(2,050)	1,123	-121.1%	(2,949)	1,141	-63.1%
		-		Disposal of Assets	-	-	-	0.0%	-	-	0.0%
337,062	(279)	0	336,783	NET EXPENDITURE	226,371	226,720	(349)	-0.15%	337,426	(643)	-0.2%

Figures are based on assumptions detailed in section 3.

Forecast Assumptions

Wholetime Firefighters (WTFF)

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

Control

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

On Call personnel

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

Support

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

Pay Awards

- Uniformed pay awards of 3.2% have been applied and reflected in the forecast.
- Support Staff pay awards of 4% have been applied and reflected in the forecast.

Year to Date versus Forecast Position

• Where the forecast variance does not correspond to the year to date run rate, an explanation will be detailed in the Changes to Financial Position section of the relevant account category. The most common reasons for not following the run rate are seasonality and operational demand, e.g. utilities, hydrants and On Call activity.

Budget Revisions and Virements

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

- A revision in the Scottish Government funding relating to:
 - pay pressures resulted in an increase to the Employee Support of £550,000
 - wildfires resulted in an increase in Employee Retained of £1,500,000
 - Emergency Service Mobile Communications Programme (ESMCP) resulted in an increase in Employee Support of £390,000
 - IFRS16 resulted in a decrease in Supplies & Services of £42,000
- A revision to the Service Delivery Review budget resulted in an increase in the budget for Employee Support of £45,000 with a corresponding decrease in Supplies & Services.
- An allocation of budget to support a culture and development processes resulted in an increase in the budget for Employee Support of £35,000 with a corresponding decrease in the budget for Supplies & Services.

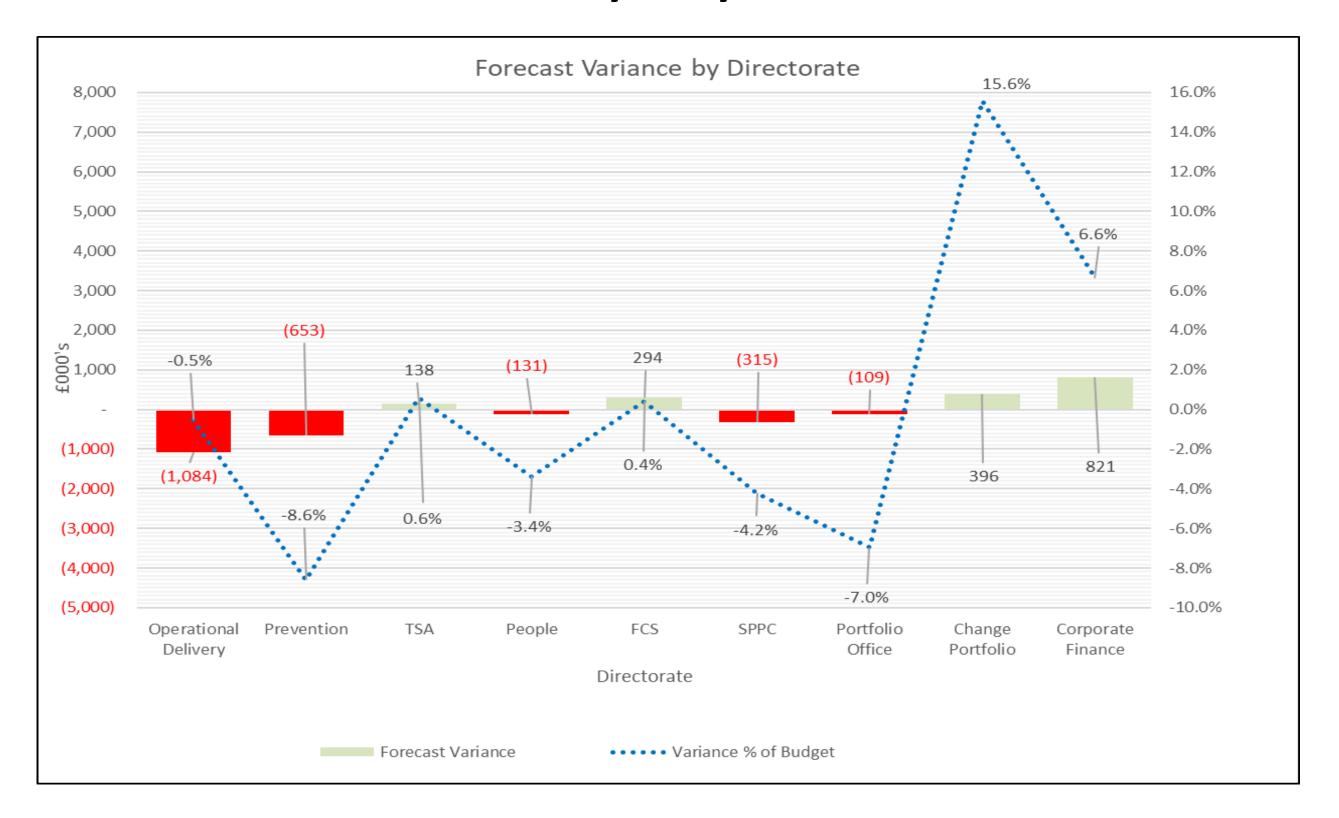
The table below highlights all the budget virements that have taken place within the current financial year.

Analysis of Budget Virements £000's

		Budget						Health & Wellbing	Corporate		
	Budget Approved	Setting	SG Funding		Enforcement			Bsuiness	Services		
	by the Board	Adjustments	Adjustment	SDR	Training	Rep Bodies	PPF	Case	Review	Other	Revised Budget
Employee WT	177,491	22	322	-	-	26	-	76	-	(0)	177,938
Employee Control	8,165	0	15	-	-	-	-	-	-	0	8,180
Employee Retained	33,435	0	1,563	-	-	-	-	-	-	-	34,998
Employee Support	40,924	(124)	940	102	-	-	(435)	(129)	-	46	41,324
Employee Pension	3,773	0	-	-	-	-	-	-	-	1	3,774
Employee Training	1,129	(5)	-	-	50	-	-	7	-	(1)	1,180
Employee Subsistence & Travel	2,446	(1)	-	-	-	-	-	-	-	-	2,445
Employee Other	1,302	(0)	-	-	-	-	_	-	-	-	1,302
Property	33,658	(0)	-	-	-	-	-	-	-	(0)	33,658
Supplies & Services	27,139	121	(3,119)	(102)	(50)	(26)	435	(164)	(100)	(41)	24,091
Transport	5,762	0	-	-	-	-	-	-	-	-	5,762
Third party / Central Support	2,166	(13)	-	-	-	-	-	211	100	(5)	2,459
Financing	1,480	(0)	-	-	-	-	-	-	-	-	1,480
Unallocated Savings	-	-	-	-	-	-	-	-	-	-	-
Income	(1,808)	(0)	-	-	-	-	-	-	-	(0)	(1,808)
Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	337,062	0	(279)	(0)	-	(0)	0	(0)	-	(0)	336,783

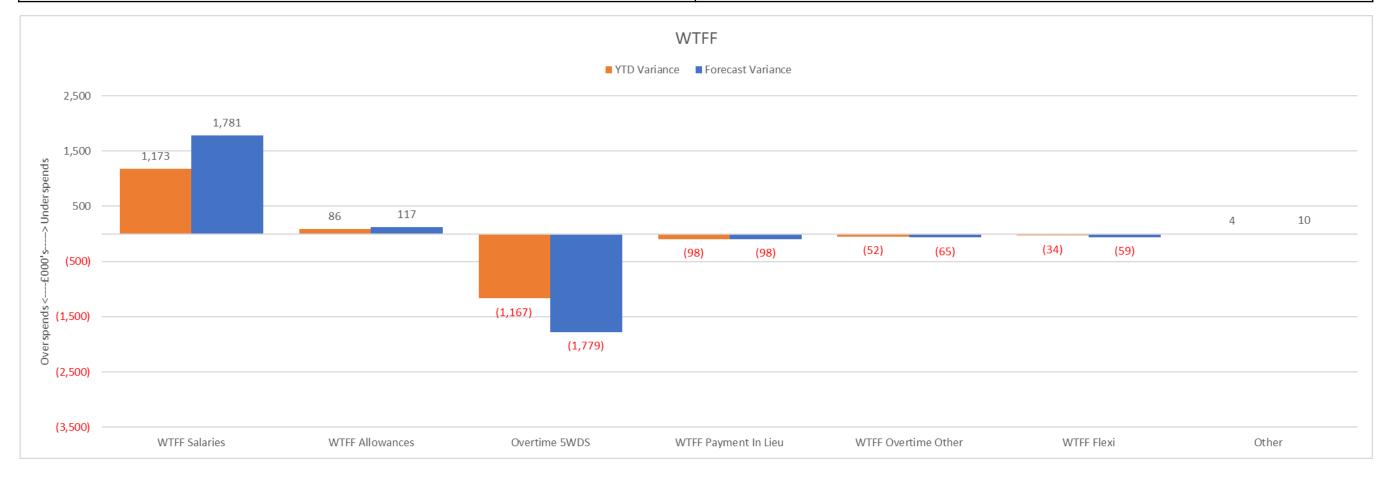
Note – the Service's contingency balance is held within Supplies & Services. The forecast assumes this budget will be fully utilised.

Variance Analysis by Directorate

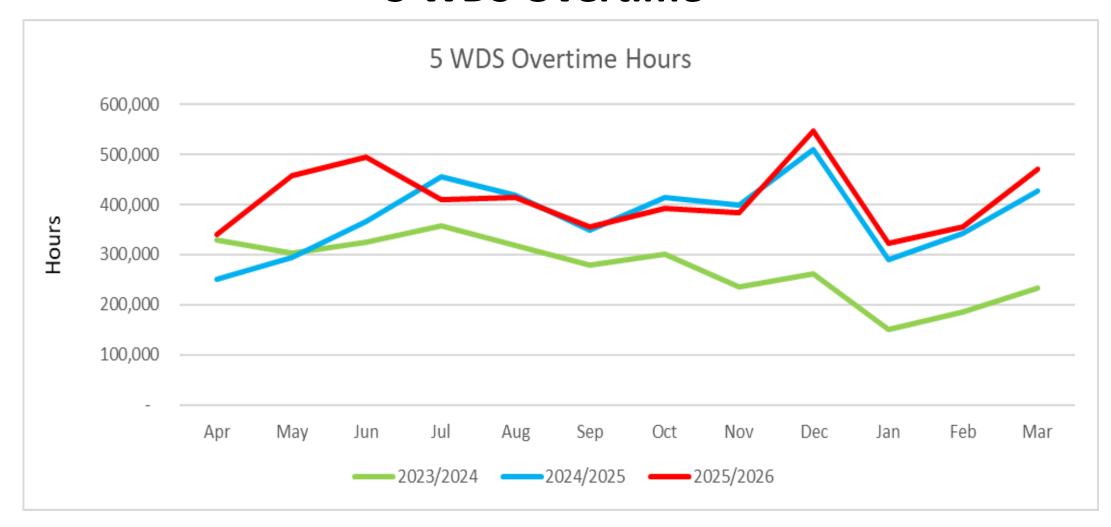


Wholetime

Year to Date (YTD)	Forecast
Currently £88,000 overspent, representing 0.1% of budget.	Forecast to be £93,000 overspent, representing 0.1% of budget.
 YTD Underspends: Salaries – due to current under-establishment and the current percentage of staff on development rates of pay. Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations. 	 Changes in Financial Position: Salaries – the forecast reflects the number of firefighters that are expected to leave during the financial year. The forecast also incorporates the revised recruitment schedule for 2025/26 which has resulted in lower salaries but an expectation that operational overtime will increase. Forecast also reflects that recruits commence training on the development rate of pay. Allowances – the forecast is based on payments made in the current month extrapolated across the remainder of the financial year.
 YTD Overspends: Salaries – reduced income for seconded officers. Overtime 5WDS – increased levels of overtime due to vacancies, lack of specialist skills and supporting the Health & Wellbeing recovery plan. Includes overtime relating to recent political visits whose costs have been recovered (see Income). WTFF Payment in Lieu – payments in respect of untaken holidays. Overtime Other – increased costs for attendance at incidents spanning shift changes and staff undertaking bank hours to improve appliance availability at key On Call stations. Flexi – additional flexi officers covering long term absence and projects. 	 Overtime 5WDS – the forecast assumes ongoing costs to maintain the current level of operational cover and the impact of the revised recruitment schedule. WTFF Payment in Lieu – no further costs are forecast as staff encouraged to utilise annual leave prior to retirement. Overtime Other – it is assumed that other costs will not continue at current levels throughout the year.



5 WDS Overtime



The chart above shows the costs of overtime relating to maintaining the requirements of the 5 Watch Duty System (at current prices) over the last two years and the forecast for 2025/26.

The overtime in the last eight months has been driven by increased vacancies and the accelerated use of roster reserve, earlier in the year, to support the Health & Wellbeing recovery plan. Impact of recent changes to Central Staffing business rules will be monitored and forecast amended as required. This has already resulted in a lowering of costs associated with operational overtime; however, it has led to an increase in the use of On Call Standbys to maintain operational cover in certain areas. A cautious approach has been taken with the remaining forecast however based on the current modelling; operational overtime may decline further.

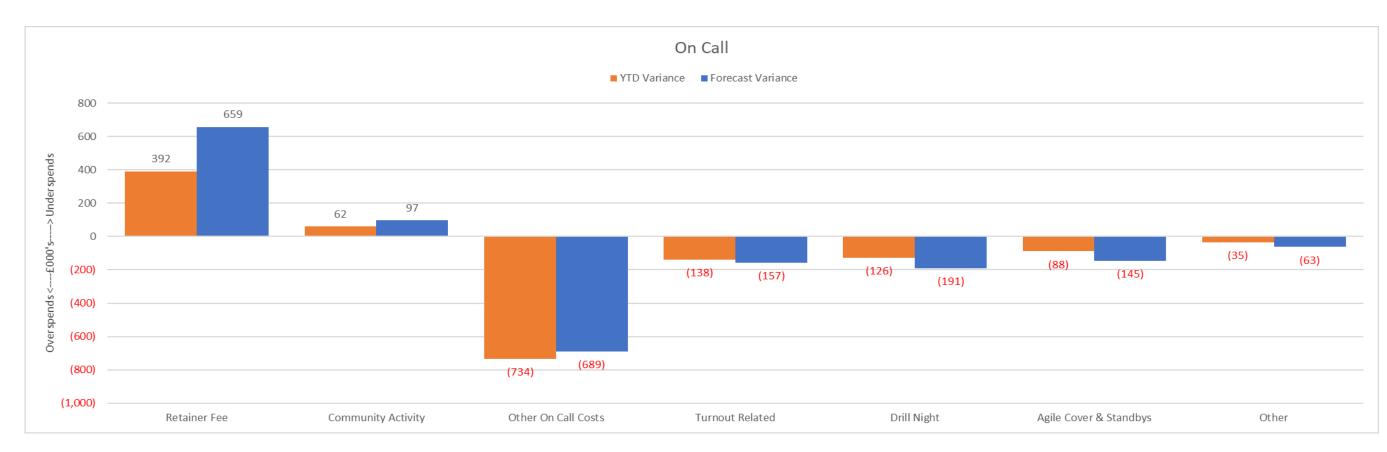
Control

Year to Date (YTD)	Forecast
Currently £187,000 underspent, representing 3.5% of budget.	Forecast to be £286,000 underspent, representing 3.5% of budget.
 YTD Underspends: Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. Other – flexi costs due to vacant role being covered by WTFF officer. 	 Changes in Financial Position: Salaries – the forecast is based on the ongoing impact of current vacancies, staff in development roles and staff that have indicated they would be leaving. The forecast also incorporates the known recruitment in 2025/26. Overtime – the forecast is based on current activity levels required to support vacancies.
 YTD Overspends: Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence. 	



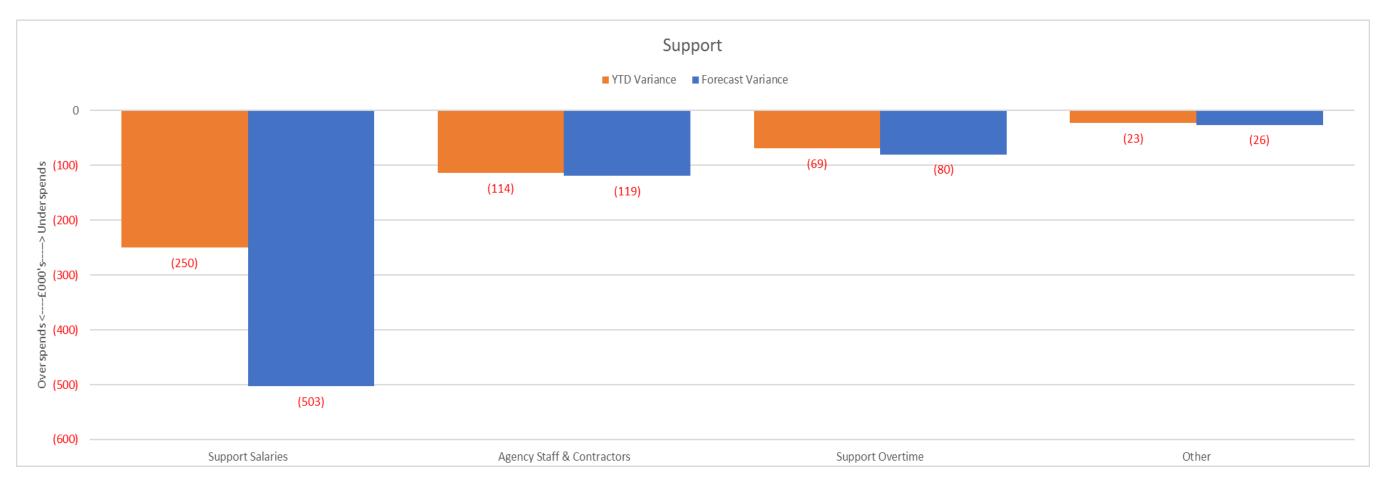
On Call

Year to Date (YTD) Forecast Currently £667,000 overspent, representing 2.9% of budget. Forecast to be £489,000 overspent, representing 1.4% of budget. YTD Underspends: **Changes in Financial Position:** Retainer Fees – vacancies. Retainer Fees – the forecast is based on current staffing levels. • Community Activity – lower demand than budgeted due to other operational activity. Turnout Related – On Call operational activity levels are forecast, for future months, to be at budgeted levels, unless significant events, such as wildfires, occur. Other On Call Costs – the forecast for National Insurance reflects the reduction in turnouts YTD Overspends: and the predicted saving in both community activity and retainer fees. Other On Call Costs – National Insurance costs relating to additional activity and the Drill Nights – forecast reflects expected reduction in activity over the festive period. reduced threshold level that came into effect in April 2025. On Call staff working more than • Other – administrative and maintenance activity in later part of year, as unable to be 42 hours in a week are now incurring excess hours at overtime rates. undertaken during wildfire period at start of the year. • Turnout Related – additional budget allocation from Scottish Government has resulted in a significant reduction in the previously reported overspend for this category. Drill Nights – due to increase in duration from 2 to 3 hours in several areas. Agile Cover & Standbys – increase in operational activity has led to greater demand for standbys to maintain fire cover. This has been influenced by the implementation of Tier 2 business rules for wholetime appliances. Other – increased activity.



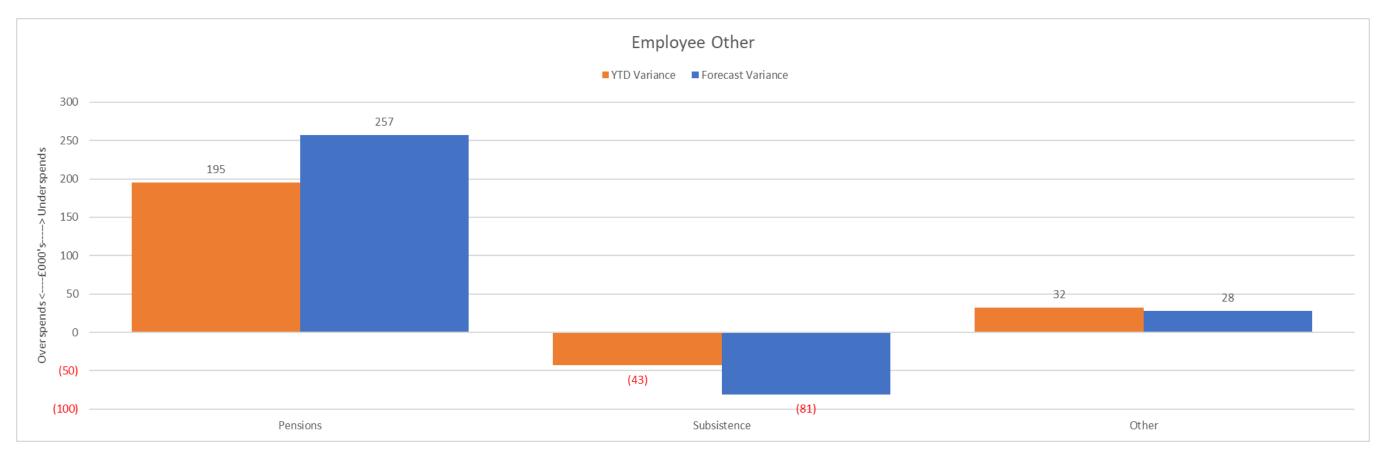
Support

Year to Date (YTD)	Forecast
Currently £456,000 overspent, representing 1.7% of budget.	Forecast to be £713,000 overspent, representing 1.7% of budget.
 YTD Underspends: Salaries – vacancies. Support Overtime – the use of overtime to support Health & Wellbeing recovery plan has been lower than anticipated. Agency Staff & Contractors – unable to facilitate requested development work. 	 Changes in Financial Position: Salaries – the forecast is based on current staffing levels adjusted to reflect known leavers and new starts. Agency Staff & Contractors – current level of agency staff not expected to continue for the full financial year. Support Overtime – overtime to support the Health & Wellbeing recovery is no longer
 YTD Overspends: Salaries – current staffing levels are above the budgeted levels when the agreed vacancy factor is considered, and no income recharged for a post which was budgeted to be funded by a third party. Includes agreed, higher than budgeted, pay award. Agency Staff & Contractors – additional costs for staff providing short-term resource within the FCS and SPPC Directorates, including placement fees. Support Overtime – the use of overtime within Fleet to support operational requirements. Other – one-off payment relating to Health & Wellbeing. 	required. Demand for Fleet overtime is forecast to continue at current levels.



Other Employee

Year to Date (YTD)	Forecast
Currently £184,000 underspent, representing 3.3% of budget.	Forecast to be £204,000 underspent, representing 2.3% of budget.
 YTD Underspends: Pensions – less than expected ill-health retirals. Subsistence – fewer foundation entry trainees required accommodation and lower demand due to delay in operational courses. Subsistence bookings and travel claims are less than budget across operational delivery areas at this time. Other – travel demand has been less than expected for the last eight months. 	 Changes in Financial Position: Subsistence – incident catering is not forecast to continue at current levels. Subsistence bookings unit costs increase reflecting seasonal demand. Other – travel demand is forecast to rise in operational areas to support planned staff development days.
 YTD Overspends: Subsistence – increase in incident catering due to protracted nature of recent operational activity. Travel and subsistence bookings due to higher unit prices across the sector. Other – Apprenticeship levy charge has increased based on current salary expenditure. Travel bookings due to higher prices. 	



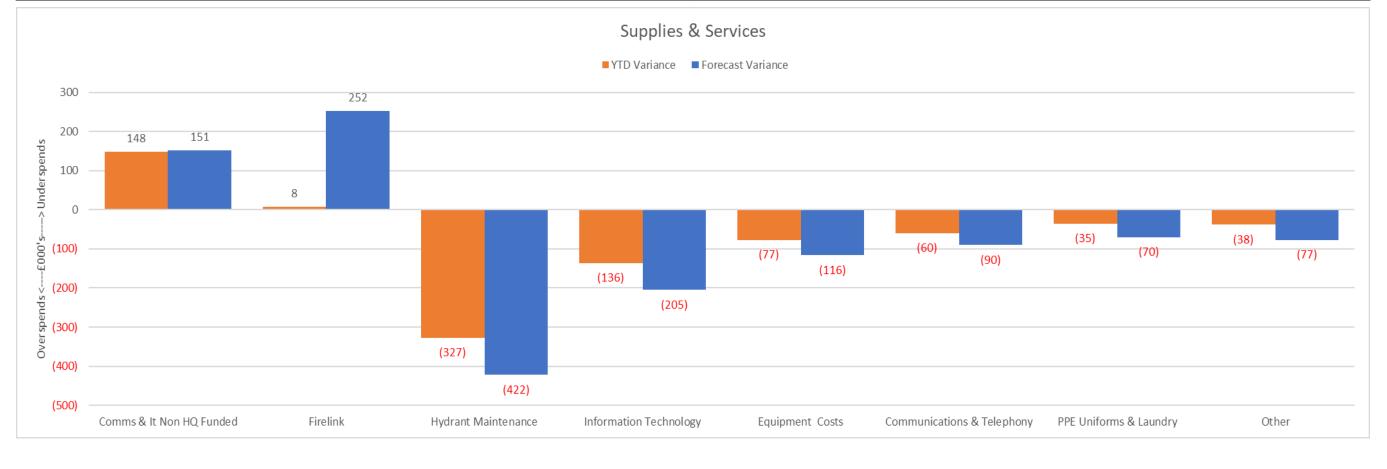
Property

Year to Date (YTD)	Forecast
Currently £86,000 underspent, representing 0.4% of budget.	Forecast to be £99,000 overspent, representing 0.3% of budget.
 YTD Underspends: Utilities – reduced consumption over the last eight months of the year. Other – replacement of water coolers with plumbed units. 	Changes in Financial Position: Utilities – forecast assumed to be on budget for the rest of the year due to uncertainty over future seasonal demand.
 YTD Overspends: Property Repairs & Maintenance – costs incurred to maintain ageing estate. Other – contract cleaning due to continued occupancy at Hamilton. 	Other – costs forecast to accelerate over the winter months.



Supplies & Services

Forecast Year to Date (YTD) Currently £517,000 overspent, representing 2.9% of budget. Forecast to be £577,000 overspent, representing 2.4% of budget. YTD Underspends: **Changes in Financial Position:** Comms & IT Non-HQ – delay in the In-Vehicle System (IVS) element of the ESMCP/IVS Comms & IT Non-HQ – further savings forecast resulting from the delays in the IVS project has resulted in the current underspend. element of the ESMCP/IVS project, offset by ongoing support to Rostering project. • Firelink – reduction in resource supporting this work. Firelink – a successful legal challenge by the UK Government over the level of profits being made by the contract provider. Hydrant Maintenance – not forecast to continue at current levels due to lower seasonal demand over the winter. PPE Uniforms & Laundry – forecast includes the initial purchase of towels for all YTD Overspends: operational staff as per the HSE instruction in support of the contaminants processes. Comms & IT Non-HQ – additional costs supporting Rostering project. Other – forecast spend relating to community initiatives and ISAR equipment purchases • Hydrant Maintenance – due to third party supplier processing historical orders at a higherlater in the year. than-expected rate and increased traffic management and survey costs being passed on to SFRS. Information Technology – increase in contract prices above budgeted inflation rate. Equipment Costs – contract price increase and unexpected testing and inspections of specific items. Communications & Telephony – late billing of telephone costs. PPE Uniforms & Laundry – additional costs supporting new Contaminants processes. • Other – insurance premium costs due to higher than budgeted price increase.



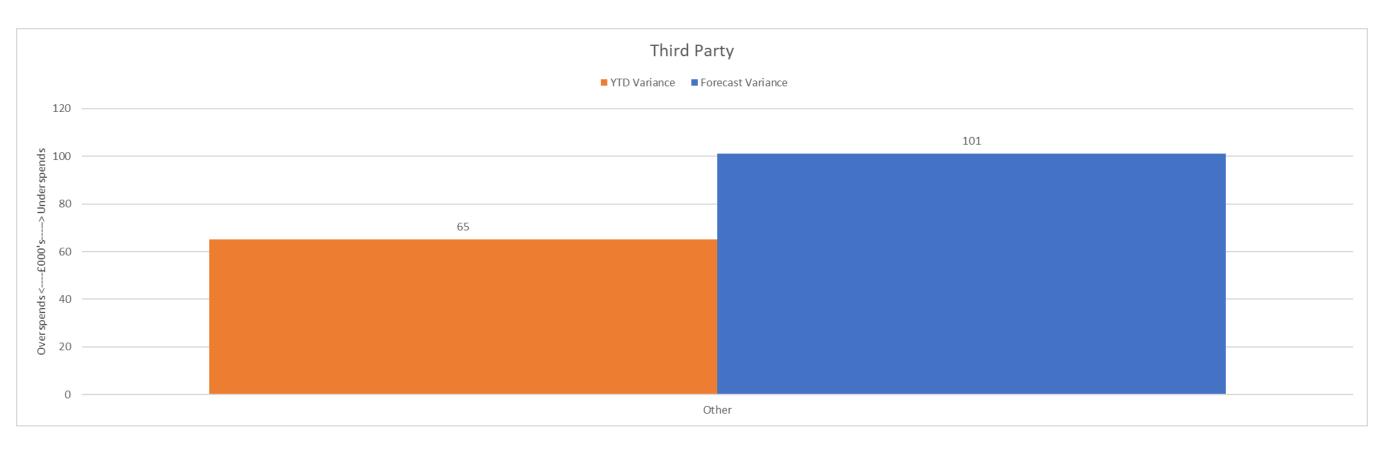
Transport

Year to Date (YTD)	Forecast
Currently £266,000 overspent, representing 6.8% of budget.	Forecast to be £404,000 overspent, representing 7.0% of budget.
YTD Underspends:	Changes in Financial Position:
 YTD Overspends: Vehicle Maintenance & Running Costs – increased demand due to ageing fleet and higher than budgeted price increases. Fuel – increased consumption reflecting current activity levels and price increases. 	



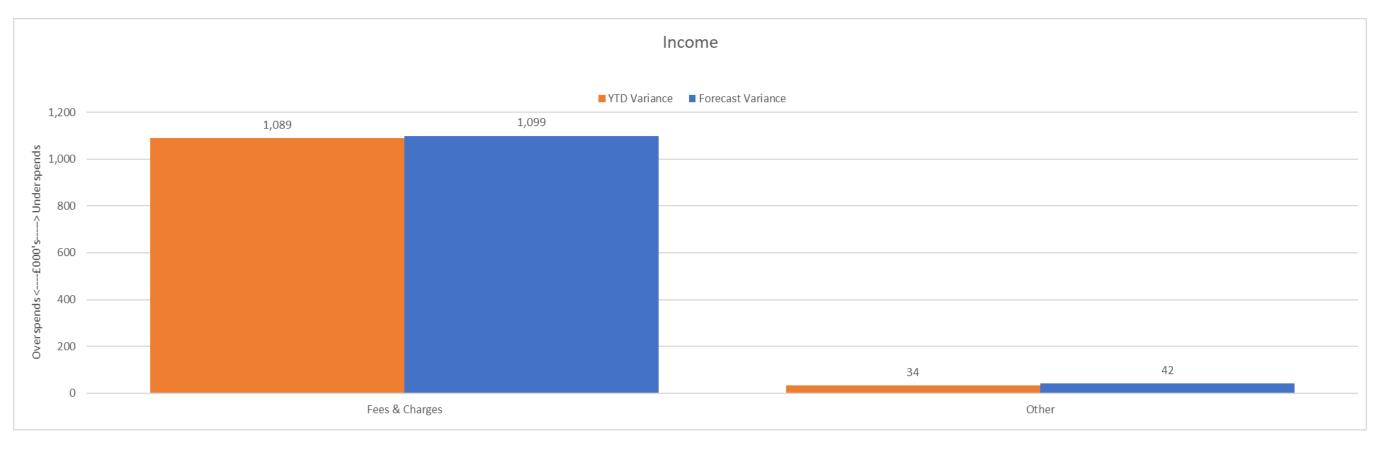
Third Party Payments

	-
Year to Date (YTD)	Forecast
Currently £65,000 underspent, representing 4.5% of budget.	Forecast to be £101,000 underspent, representing 4.1% of budget.
 YTD Underspends: Other – lower third-party costs for external physiotherapy services due to utilising in-house staff instead. Counselling and post incident support are demand led and currently lower than expected. 	Changes in Financial Position:
YTD Overspends:	



Income

Year to Date (YTD)	Forecast			
Currently £1,123,000 over recovered, representing 121.1% of budget.	Forecast to be £1,141,000 over recovered, representing 63.1% of budget.			
 YTD Over – Recoveries: Fees & Charges – settlement in relation to a successful legal claim, extra income within operational delivery areas for attending chargeable events, sale of obsolete equipment, biomass income and refund from HMRC. Other – claiming extra modern apprenticeship income as cap increased. 	Changes in Financial Position: • Fees & Charges – income recovery not forecast to continue at current level.			
YTD Under – Recoveries:				



Actions

Area Driving Reason for Recommendation	Recommended Action	Progress	Responsibility	Expected Impact	Status
Net Expenditure	SLT to consider issuing an instruction stipulating only essential spend for all categories of expenditure for the remainder of the year.	Deputy Chief Officer (Corporate Services) issued a Managers' Brief, 12 th November, instructing managers to reduce nonessential spend with immediate effect. Finance Business Partners (FBPs) reinforcing this message at monthly budget holder meetings.	SLT	Avoided expenditure, though unable to quantify at this stage.	Complete
Property Repairs & Maintenance – Overspend	As the current forecast of £4.6m (£0.5m overspend) compared to a prior year spend of £6.1m, a Risk Spotlight is to be prepared for SLT.	Spotlight submitted to SLT for presentation at the December 2025 meeting.	Asset Management	£0.5m	Ongoing
WTFF Salaries – Underspend	The increased number of firefighters leaving the Service should be closely monitored as this will influence future recruitment.	As at the end of November 2025, 94 firefighters have confirmed retiral dates for 2025/2026. This equates to 64% of budgeted retirals for the year.	People / FCS	None, current attrition and recruitment included in forecast.	Ongoing
WTFF Staff 5WDS Overtime – Overspend	In relation to the increasing levels of vacancies and current abstractions at station level a review of the business rules relating to appliance availability should be undertaken.	Endorsed at Operational Delivery DMT 2 nd July 2025. Tier 2 implemented from 1 st August 2025 and overtime has reduced. Will be reviewed at end of December 2025.	Operations	Circa £0.8m	Ongoing
Support Staff – Overspend	All requests for recruitment are subject to review by directors and require formal approval by the Strategic Leadership Team (SLT).	Interim "pause" on current recruitment with all stages being reviewed and signed off by SLT.	SLT	£0.1m	Ongoing
Net Expenditure	Review of current YTD underspends by account line to identify opportunities to reduce future expenditure.	FBPs continuing to engage with budget holders.	SLT	No significant opportunities identified to date.	Ongoing
Contingency	SLT to review contingency balance at the end of October 2025 reporting.	Current contingency earmarked in respect of identified risks.	SLT	£1.0m	Complete
Hydrant Maintenance – Overspend	Engagement with senior management of external supplier to agree revised SLA as current arrangements are not fit for purpose.	Discussions have taken place with 3 rd party to review several actions wit the intent to improve collaboration. Next meeting scheduled for December 2025.	Prevention	£0.4m	Ongoing

Estimated Range of Risks to Reported Financial Position





Financial Risks

Medium Impact Risks

Property Repairs & Maintenance

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

Hydrants

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

WT Overtime & Retiral Predictions

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

Low Impact Risks

Asbestos Screening

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

Risks

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

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

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

Contingency Fund

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

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

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

Contingency Fund 2025/26	Total £000's
Original Fund Allocation	945
Utilisation of Contingency	
April to Oct	145
<u>November</u>	
SDR budget Jan-Mar26	(45)
People culture & development processes	(36)
IFRS 16 SG budget alignement	(42)
In Year Movement	23
Current Contingency Fund	968

Completed Actions

Area Driving Reason for Recommendation	Recommended Action	Progress	Responsibility	Expected Impact	Status
On Call Costs	Drill down on the increased costs identified coming from the On Call Service and identify the impact of new bandings on appliance availability and staffing levels.	Analysis by Decision Support provided in appendix C3. Further discussion to take place with Service Delivery colleagues planned for late October to determine next steps.	Operations/Decision Support	None identified at this stage.	Complete
On Call Pay Claims	Review of submitted pay claims to compare date earned compared to date paid to identify if forecast is robust.	Analysis completed and no evidence that there is a significant delay in pay submissions.	Decision Support	Nil	Complete
Support staff forecast methodology	Finance Business Partners to engage with budget holders to agree forecast start dates for potential new starts. Current use of POD Admin report leading to month on month swings due to timing issues.	Finance Business Partners implemented new process with budget holders for October 2025 reporting cycle, resulting in an increase to the forecast this month.	Decision Support	£(0.1)m	Complete

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/25-25

Agenda Item: 15

Report 1 Report 1	Date:	THE BOARD OF SCOTTISH F	IRE AI	ND RES	SCUE S	SERVIC	E					
Report '												
	Title:	CARITAL MONITORING REP	18 DECEMBER 2025									
Report		CAPITAL MONITORING REPORT 2025/26 – NOVEMBER 2025										
Classifi	cation:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9									
			<u>A</u>	<u>B</u>	<u>C</u>	D	<u>E</u>	E	<u>G</u>			
1	Purpose											
1.1	The purpose of this report is to provide the Board with the actual and committed expenditure against the 2025/26 capital budget for the period ending 30 November 2025.											
2	Funding											
2.1		et (Scotland) Bill, passed by the L funding for the Scottish Fire &										
2.2	£1.285m ir £0.913m fo	the Spring Budget Review (SBR) Capital DEL funding from the Sor the ESN Connect project ar a result, the revised Capital DEI	Scottished and £0.3	h Gover 372m fo	nment. r the E	This a	allocatio projec	on com t, both	prises within			
2.3	disposed o	start of this financial year, a nuf. If. The Net Book Value of these Int Fleet Vehicles budget and is	assets	, totallin	g £0.07	79m, ha	ave bee	n re-inv	ested/			
2.4	No addition	nal capital receipts from non-ope	eration	al prop	erties	are exp	ected i	n 2025	/2026.			
2.5	The total c	apital funding for the financial ye	ear is £	48.364r	n, as sl	hown ir	the tal	ole belo	ow:			
	Funding Source Budget £000s %											
		Capital DEL		48,28	5	99.8%						
		Capital Receipts		79		0.2%						
		TOTAL FUNDING		48,364	4	100%						

3 Progress towards Programme Delivery

3.1 Capital Expenditure has been programmed based on available funding as shown in the table below:

Category	Approved Budget	S	pend in Progres	SS				
Category	£000s	Committed	Receipted	Paid	Forecast to Year End	Full Year Forecast	Variance to Budget	
Property Major Works	11,415	4,623	312	2,726	3,754	11,415	0	
Property Minor Works	9,093	3,882	485	4,347	379	9,093	0	
Vehicles	9,903	5,256	0	2,055	2,592	9,903	0	
Digital and Technology	11,507	1,450	152	4,984	3,749	10,335	(1,172)	
Operational Equipment	6,446	239	3	2,198	4,006	6,446	(0)	
TOTAL EXPENDITURE	48,364	15,450	951	16,310	14,480	47,192	(1,172)	
Percentage of Budget	100.0%	31.9%	2.0%	33.7%	29.9%	97.6%	(2%)	

- 3.2 Financial Position Summary November 2025:
 - The actual and receipted capital expenditure to date is £17.261m (35.7%) with a further £15.450m (31.9%) of committed expenditure.
 - The current capital forecast for 2025/2026 is £47.192m compared to the approved budget
 of £48.364m, representing a forecast underspend of £1.172m. This reflects additional
 savings on the NMS project (£0.522m) along with underspends on the ESN Connect /
 ESMCP projects within DaTS (£0.650m). It is anticipated that these underspends will be
 reallocated to other projects within the programme during Period 9.
 - Carried forward expenditure from the prior year is included within the forecasts.
 - Budget virements implemented during Periods 7 and 8 are highlighted in Appendix A (Page 4).
 - Following the Capital Monitoring Update for September, further detailed work with Service Delivery colleagues confirmed the position, identifying additional underspends of £3.3m within Property, primarily due to the decision to carry out a cost engineering exercise for the Dalkeith project and the delay at Liberton Fire Station project, in addition to the £0.200m already identified within NMS. At its meeting on 30 October, the Board approved, in principle, virements of up to a further £4m, with the Strategic Leadership Team tasked to review and agree the detailed proposals at its meeting on 5 November. These budget virements are now fully reflected in the figures presented in this report. The Board is asked to provide robust scrutiny of these virements, which are set out in detail in Appendix A (Pages 5-8).
- 3.3 Project Status Summary November 2025:
 - Property Major Works has a Budget RAG status of Green. Budget virements were processed during Periods 6 and 7 to realign allocations within the Property Programme, primarily for Dalkeith and Liberton, to other areas of the programme to maximise in-year spend. While this has helped mitigate some financial risk, there remains uncertainty around progress and delivery timescales across several projects, and therefore the Milestone RAG is Amber. The Service is awaiting the outcome of the cost engineering exercise for Dalkeith, as well as the full market-tested price for Liberton. In addition, timescales are extremely tight to conclude land purchases for Portree, Stewarton and Huntly within the current financial year, with potential risks arising from site investigations and third-party dependencies, out with SFRS control. For the Alloa, Stirling and Kilmarnock Fire Stations, work is ongoing to finalise construction contracts and progress to site commencement.
 - The Vehicles Programme has an Amber Milestone and Budget RAG status due to ongoing
 procurement issues affecting the Control Units / New Dimensions Assets (DIM) and Aerial
 Ladder Platform (ALP) projects. Procurement solutions have been identified and are now
 being progressed with Scotland Excel to complete the tender process and award contracts.

- Procurement timelines continue to be closely monitored, and further budget virements may be considered to support a return to an overall Green RAG status.
- **Digital and Technology Services** has a Budget RAG status of Red. This is due to significant underspends within ESN Connect (£0.345m) and ESMCP (£0.372m). Within ESMCP, a suitable solution for station-end mobilisation is still being sought, with no viable procurement route currently available to achieve delivery before 31 March 2026. Substantial delays in installation activities have impacted progress on the ESN Connect project. Whilst minor overspends elsewhere will help offset this, the net impact remains an underspend of £0.650m. In previous years, the Scottish Government has allowed us to repurpose ESN Connect underspends to support other projects, on the understanding that funds would be returned to ESN Connect in the following year. Formal confirmation of this arrangement for 2025/2026 for both ESN Connect and ESMCP has now been received. Contingency planning is underway to mitigate these risks and identify opportunities to accelerate work where possible.
- The Budget RAG status for NMS is Red due to an additional underspend of £0.522m, on top of the £0.604m reported in Periods 5 and 6. This is primarily due to contingency savings and the removal of funding for 15 additional Control posts that are no longer required. A further virement will be required in Period 9 to reallocate this funding within the wider Capital Programme. The Milestone RAG remains Amber, reflecting compressed timelines for CAD delivery. Significant configuration work is still required to support Site Acceptance Testing (SAT), User Acceptance Testing (UAT) and final Go-Live, increasing pressure on delivery schedules. Despite these challenges, the November 2026 deadline is still expected to be met.
- Property Minor Works and Operational Equipment are both on track at this stage, with a Budget RAG status of Green.
- The budget RAG status for the financial year is based on how well financial performance aligns with planned budgets and key deadlines. While the majority of project timescales for this financial year are still being refined, Finance & Contractual Services will continue to collaborate with Service Delivery colleagues to ensure these are confirmed and ultimately met.
- Where required, budget virements will be actioned to align budgets to the expected forecasts and support a Green RAG status.
- Appendix A provides a detailed breakdown of the Capital financial position at this stage in the financial year.
- 3.5 The following Actions are now planned:
 - Mitigation plans and alternative project proposals continue to be developed and maintained within the Capital Programme to ensure flexibility and readiness in response to any emerging variations.
 - Work with our supply chain to establish the capacity available to expedite further minor works projects in the event that additional budget becomes available.
 - Process budget virements where necessary to ensure full budget spend across the programme.

4 Recommendation

- 4.1 The Board is asked to note the following recommendations:
 - (a) that the level of actual and committed expenditure for the period ended 30 November 2025 be noted.
 - (b) that the actions taken are noted.

5	Key Strategic Implications
5.1	Strategic Plan 2025-2028
5.1.1	The 2025/26 capital budget will help achieve our strategic outcomes as outlined in our 2025-2028 Strategic Plan. By prioritising spend on modernising our estate, fleet, equipment and digital infrastructure, the capital programme directly supports the delivery of our five strategic priorities – particularly Innovation and Investment, Safe and Effective Response and Improving Performance.
5.1.2	This targeted investment underpins our ambition to be a sustainable, modern and technologically advanced service, capable of responding to emerging risks such as climate change, demographic shifts and changing community needs. In doing so, it enables the delivery of the Strategic Service Review Programme (SSRP), ensuring we can deliver services from the right places, with the right resources and in ways that meet the needs of diverse communities across Scotland. The capital programme is fundamental to transforming how we operate, enhancing community and firefighter safety and ensuring we remain resilient and fit for the future.
5.2 5.2.1	Risk Appetite and Alignment to Risk Registers Risk of not fully spending the Capital Programme by 31 March 2026, which would result in capital underspend being returned to Scottish Government. The Capital programme will be realigned to ensure delivery and full expenditure whilst addressing priority needs across the asset estate in the event of any forecasted underspend. We work closely with colleagues across the organisation, for example the Training and Service Delivery teams, as well as with Procurement colleagues, to maintain focus and progress the Capital programme to achieve spend.
5.2.2	In relation to breaching budgetary limits, SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets. In exceptional circumstances, where additional spend may be required, that would exceed budget provision, approval may be sought from the Scottish Government.
5.2.3	In relation to multi-year capital planning SFRS has an Open risk appetite. We are prepared to initiate capital investment beyond confirmed future funding, aligned to careful monitoring and management, to ensure the maximum possible investment in our asset priorities. The forecast capital spend for the financial year is consistent with our stated risk appetite.
5.2 5.2.1	Financial Financial implications are detailed within the report.
5.3 5.3.1	Environmental & Sustainability Environmental and sustainability plans are incorporated within each property project.
5.3.2	Investment in Euro 6 fire appliances and electric vehicles is making a significant contribution to reducing greenhouse gas emissions.
5.3.3	Investment in decarbonisation projects in prior years have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4 5.4.1	Workforce SFRS employees will benefit from this investment in our asset base.
5.5 5.5.1	Health & Safety The introduction of new appliances, equipment and property, as well as digital and technology upgrades, will further enhance the health, safety and welfare of employees and the public.

5.6	Health & Wellbeing							
5.6.1	No Health & Wellbeing impli	cations identified.						
5.7 5.7.1	Training The capital programme inclu	udes significant investment in training facilities.						
5.7.2	Where training is required in overseen by the Service De	relation to new assets, this is co-ordinated through project boards, livery Board.						
5.8 5.8.1	Timing This report covers the periodend.	d up to 30 November 2025 and known events following the period						
5.9 5.9.1		at present is £47.192m compared to the budget of £48.364m. The lerspend of £1.172m are detailed in Section 3.						
5.10 5.10.1	Communications & Engagement Key stakeholders are engaged during project development and implementation.							
5.11 5.11.1	Legal External legal support is in բ	place to facilitate the sale of assets.						
5.12 5.12.1	Information Governance DPIA completed Yes/No. There are no specific Information Governance implications associated with this report.							
5.13 5.13.1	report. The development of a	There are no specific Equalities implications associated with this any new build fire stations will be in line with the Service's approved which has been subject to an EHRIA.						
5.14 5.14.1	maintain and improve servi	rty, digital and technology, vehicles and equipment is required to ce delivery capabilities. The introduction of new assets is closely Management, DaTS, Training and local service delivery areas.						
5.14.2	service delivery in the timin	nditure have implications on their Milestone RAG status and for g of new assets becoming available for operational use. There is act from the progress of the capital programme at this stage in the						
6	Core Brief							
6.1		Contractual Services advised the Board of actual and committed 5/26 capital budget for the period ending 30 November 2025.						
6.2	It is currently anticipated that that expenditure of £47.192m can be achieved. However, corrective action will be required in the coming months to ensure the budget of £48.364m will be spent out by 31 March 2026.							
7	Assurance (SFRS Board/0	Committee Meetings ONLY)						
7.1	Director:	Deborah Stanfield, Interim Director of Finance and Contractual Services						
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient						

7.3	Rationale:		The financial position is closely reviewed on a monthly basis with budget holders and budget variances and forecasts are highlighted. During the year the Board agree actions to ensure we manage the financial position within agreed financial parameters.			
8	Appendic	es/Further Readir	ng			
8.1	Appendix A	A – Capital Monito	ring Report November 2025			
Prepare	ed by:	Caroline Adams,	Deputy Accounting Manager			
Sponso	Sponsored by: Deborah Stanfie		eld, Interim Director of Finance and Contractual Services			
Presented by: Deborah Stanfiel		Deborah Stanfield	eld, Interim Director of Finance and Contractual Services			
Links 4	- Ctrotomy	and Carnarate Va	luca			

Links to Strategy and Corporate Values

The 2025/2026 capital budget recognises the financial resources deployed in delivering against our objectives and to achieve our strategic outcomes outlined in our Strategic Plan 2025-2028 and our mission of working together for a safer Scotland.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Leadership Team	16 December 2025	For Scrutiny / Information
SFRS Board	18 December 2025	For Scrutiny

Capital Monitoring Report

November 2025



Content

- Full Year Actuals/Forecast v Budget by Category
- Year to Date Budget Virements
- Budget Virements Approved by SLT 5 November
- Property Major Works RAAC
- Property Major Works Other
- Property Minor Works
- Vehicles
- Digital and Technology (exc NMS)
- New Mobilising System (NMS)
- Operational Equipment



Capital Monitoring Report – November 2025

Full Year Actuals/Forecast v Budget by Category

				Actual		Forecast		£00)0's		
Category	Original	Virements	Revised	Q1	Q2	Q3	Q4				
Julia	Budget	The ments	Budget	Apr- Jun	Jul-Sept	Oct-Nov	Dec-Mar	Total	Variance to Budget	Variance (%)	Budget RAG
Property Major Works	14,800	(3,385)	11,415	265	1,271	1,191	8,688	11,415	0	0%	
Property Minor Works	8,683	410	9,093	191	2,570	1,586	4,746	9,093	0	0%	
Vehicles	8,959	944	9,903	404	143	1,508	7,848	9,903	0	0%	
Digital and Technology	10,826	681	11,507	479	978	3,527	5,351	10,335	1,172	10%	
Operational Equipment	3,732	2,714	6,446	566	884	747	4,249	6,446	0	0%	
Total Expenditure	47,000	1,364	48,364	1,905	5,846	8,559	30,882	47,192	1,172	2%	
Cumulative Total				1,905	7,751	16,310	47,192				



Capital Monitoring – November 2025

Year to Date Budget Virements

Category	Original Budget £000s	Total Virements £000s	Revised Budget £000s	Commentary
Property Major Works	14,800	-3,385	11,415	Internal virements in Period 6: £2.680m vired from Dalkeith (£1m), Portree (£0.650m), Stewarton (£0.300m), Huntly (£0.400m), Kilmarnook (£0.280m) and Property Project costs (£0.050m) to Calton (£0.100m), Alloa (£0.230m), Stirling (£0.280m) and the Training Estate (£1.660m). The balance of £0.410m has been transferred to Property Minor Works. Virements in Period 7: £3.3m vired from Dalkeith (£2.3m) and Liberton (£1m) to Training Estate (£0.325m). The net balance of £2.975m transferred to Vehicles (£2.4655m) and Operational Equipment (£0.510m). Net movement at Period 8 - £3.385m decrease.
Property Minor Works	8,683	410	9,093	Internal Virements in Period 6: £0.410m transferred from Property Major Works to Minor Works. Internal virement in Period 8: £0.024m transferred from Minor Works to Enabling work for sale of Cowcaddens. Net movement at Period 8 - £0.410m increase.
Vehicles	8,958	944	9,903	Internal virement in Period 2 with £0.225m vired from Frontline Appliances to Technical Rope Rescue Units. Virements in Period 7: £1.6m transferred to Operational Equipment for DIM Vehicle equipment; £2.465m transferred from Property Major for Frontline Appliances (£2.250m) and Light Fleet (£0.215m); £0.079m addition funded by Capital Receipts. Net movement at Period 8 is an increase of £0.944m.
Digital and Technology	10,826	681	11,507	Internal virement in Period 2 with £0.098m vired from Replacement & Upgrade of Audio Visual kit £0.049m) and Server Infrastructure £0.0449m) to Operational Mobilisation. Internal virement in Period 3 with £0.170m vired from: Replacement and Upgrade of Audio Visual Kit £0.040m), Server Infrastructure £0.040m), Telephony £0.025m). Cyber Security Provision £0.025m), ICT Project Costs £0.020m) and Data Centre / Distater Recovery £0.020m) to Systems Infrastructure £0.060m), In Vehiole Systems £0.020m) and Operational Mobilisation £0.090m). Virements in Period £0.404m transferred from NMS to Operational Equipment. Virements in Period 7: £0.200m transferred from NMS to Operational Equipment. Virements in Period 8: Additional funding of £1.285m provided for ESN £0.913m) and ESMCP £0.372m). Net movement at Period 8 is an increase of £0.681m.
Operational Equipment	3,732	2,714	6,446	Virements in Period 6: £0.404m transferred from NMS project to Operational Equipment (£0.184m) and (PPE £0.220m). Virements in Period 7: £0.710m transferred from Property Major (£0.510m) and NMS (£0.200m) for Operational Equipment. £1.6m transferred from Vehicles for DIM equipment. Net movement at Period 8 – £2.714m increase.
Total	47,000	1,364	48,364	
Project Funding				
Capital DEL	-47,000	-1,285	-48,285	Approved GiA budget of £47m. Additional budget of £1.285m provided during period 8 for ESN (£0.913m) & ESMCP (£0.372m).
Capital Receipts		-79	-79	£0.079m added to Vehicles in Period 7.
Total	-47,000	-1,364	-48,364	



Budget Virements Agreed by SLT – November 2025

Capital Programme – Underspends Identified

No	Project	SFRS Strategic Objectives	Programme Area	Slippage - Underspend	Summary
1	Dalkeith Fire Station	Safe and Effective Response / Innovation & Investment	Property Major Works	£2,300,000	Market testing for the new build station at Dalkeith has resulted in a projected cost significantly above the approved budget, which has impacted the project's programme. The project has therefore been paused while a cost engineering exercise and an assessment of overall affordability are undertaken, thus ensuring best value for the Service. To the end of September, this delay has reduced anticipated expenditure in the current financial year by approximately £1m, resulting in a revised budget allocation of £2.6m. A realistic assessment of project timescales has highlighted that the project is now unlikley to commence on site before the start of the new calendar year. Given the time of year, and the level of uncertainty at this stage, it is considered prudent to assume that the remaining budget may not be able to be spent this financial year.
2	Liberton Fire Station	Safe and Effective Response / Innovation & Investment	Property Major Works	£1,000,000	The project to rebuild Liberton Fire Station has an allocation of £1.7m in 2025/2026. The enabling works element of the project has been paused pending the outcome of the Dalketh review. Final market testing for the main works package is due to conclude in late November. Depending on the outcome, and as with Dalketh, alternative procurement routes may need to be considered. As a result, expenditure this year is now expected to be limited primarily to professional fees (£0.200m) along with the enabling works (£0.500m) which are still expected to complete later in 2025/2026.
3	NMS	Safe and Effective Response / Innovation & Investment	DATS	£200,000	The New Mobilising System (NMS) project is delivering the Service's new Command and Control Mobilising System (CCMS). Good progress continues; however, the milestone RAG status remains Amber due to the limited contingency available within the programme to support delivery of the Integrated Communications Control System (ICCS) by December 2025. A saving of £0.200m has been identified following a review of the project's contingency budget, in addition to the £0.404m saving reported and at Period 5. Further savings may be identified over the coming weeks as the project progresses towards delivery of the first implementation phase in December 2025.
			Total:	£3,500,000	



Budget Virements Agreed by SLT – November 2025

Projects for Escalated Spend

No	Proposed Projects	SFRS Strategic Objectives	Programme Area	Proposed Spend	Summary	Latest Date to Commence for 31/3/26 Delivery
1	Training Estate - Smoke Capture - Dreghorn	Safe and Effective Response / Innovation & Investment	Property Major Works	£325,000	Training has identified the installation of a smoke capture system at Dreghorn to reinstate the training programme and to act as a contingency ahead of the replacement of the CBFT facility at the National Training Centre (NTC). This will maintain some training capacity in the west during the NTC replacement period. The smoke capture unit design for Perth can be replicated at Dreghorn, and if approval is granted imminently, still achievable within the current financial year. An allocation of £1m is already in place, however current cost estimates are £1.325m, resulting in an additional funding requirement of £0.325m.	Mid November 2025
2	15 of 18 tonne Appliance chassis	Safe and Effective Response / Innovation & Investment	Vehicles	£2,250,000	There is a significant backlog of investment within the category of primary response Fleet vehicles. This investment will help to procure 15 chassis earlier than originally anticipated. In doing so, it will help to reduce the fleet backlog, decrease our carbon footprint by introducing less polluting vehicles, and ensure that our fleet vehicles are up-to-date and operating at their maximum potential. By addressing this issue, the efficiency and effectiveness of the primary response Fleet vehicles can be improved, enhancing their ability to serve the needs of the community. A contract is already in place therefore the estimated spend can be achieved within the existing contract.	Mid November 2025
3	Flexi Duty Vehicles	Safe and Effective Response / Innovation & Investment	Vehicles	£215,000	A total of 120 Flexi Duty Vehicles are now over 7 years old and are no longer covered by warranty. As a result, a significant level of resource funding will be required to maintain them. The remaining underspend in the 2025/26 programme would be used to begin the phased replacement of these vehicles.	Early December 2025
4	Replacement Treadmills	Safe and Effective Response / Innovation & Investment	Operational Equipment	£40,000	Investment of £0.040m would allow the replacement of treadmills across several locations, with recent purchase costs averaging £3,000 per unit. This investment will support firefighter health and wellbeing by improving access to modern fitness equipment, while also reducing maintenance costs associated with aging assets. A current contract framework is already in place, allowing orders to be placed promptly. However, to ensure delivery before 31 March 2026, orders will need to be confirmed by mid-November due to standard equipment lead-in times.	I I
5	Replacement Hoses	Safe and Effective Response / Innovation & Investment	Operational Equipment	£200,000	An investment of £0.200m is proposed to support the replacement of firefighter hoses across the Service. This will enhance operational safety and reliability by ensuring that crews have access to modern, durable equipment. A current contract framework is in place to enable procurement to progress immediately, however as this contract is only in place until mid-December, orders will need to be placed soon to secure pricing and supply.	Mid November 2025



Budget Virements Agreed by SLT – November 2025

Projects for Escalated Spend

No	Proposed Projects	SFRS Strategic Objectives	Programme Area	Proposed Spend	Summary	Latest Date to Commence for 31/3/26 Delivery
6	Thermal Image Cameras	Safe and Effective Response / Innovation & Investment	Operational Equipment	£200,000	The replacement and upgrade of thermal imaging cameras would improve firefighter safety by enhancing visability and decision-making in operational environments. It will also help to standardise equipment across the Service. A suitable contract framework is already in place to enable timely procurement. Proceeding with this investment now will also reduce future capital funding requirements by addressing needs currently forecast for later years.	Mid November 2025
7	Method of Entry Equipment	Safe and Effective Response / Innovation & Investment	Operational Equipment	£120,000	Investment of £0.120m is proposed to support the procurement of Method of Entry equipment. An operational report outlining the requirements was presented to the Service Delivery Board and agreed in principle earlier in 2025, however no funding stream was identified at that time. This equipment will enhance firefighter safety and improve collaborative working with other emergency services during forced entry situations. A suitable procurement route is available, enabling progression once funding is approved.	Mid November 2025
8	Enhanced Medical Products	Safe and Effective Response / Innovation & Investment	Operational Equipment	£50,000	To support the rollout of enhanced medical products across SFRS trauma care packs, investment of £0.050m is proposed. This will further strengthen firefighter safety and improve the standard of casualty care delivered at incidents, while ensuring alignment with current clinical governance guidance. A suitable procurement route is available, enabling implementation to proceed once funding is confirmed.	Mid November 2025
9	Main Line Fire Fighter Branches	Safe and Effective Response / Innovation & Investment	Operational Equipment	£100,000	An investment of £0.100m is proposed for the replacement of main line firefighter branches, accelerating works planned for future years. This will enhance firefighter safety and operational effectiveness by ensuring that crews have access to reliable and modern firefighting equipment. A suitable contract framework is in place, allowing procurement to progress promptly once funding is approved.	Mid November 2025
			Total:	£3,500,000		

Summary of Budget Virements Agreed by SLT – November 2025

The net virements across Asset categories are detailed below:

Programme Area	Budget Reduction	Budget Increase	Net Budget Change
Property Major Works	£3,300,000	£325,000	-£2,975,000
Property Minor Works	03	£0	£0
Vehicles	£0	£2,465,000	£2,465,000
DATS inc NMS	£200,000	£0	-£200,000
Operational Equipment	£0	£710,000	£710,000
TOTAL	£3,500,000	£3,500,000	93

Property Major Works - RAAC

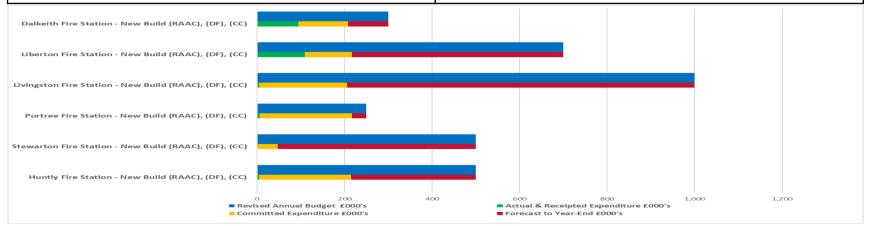
Progress in the month

Design, pricing and phased instruction of remediation works for the appliance bay at Livingston Fire Station are underway.

- A planning permission in principle application has been submitted for the Stewarton site.
- Site investigation works have been instructed for **Portree, Stewarton and Huntly.**

Progress anticipated in coming months

- Finalisation of construction contracts for Dalkeith, Liberton and Livingston Fire Stations, to enable works to commence.
- Complete site acquisitions for Portree, Stewarton and Huntly Fire Stations following due diligence, including successful site investigations and securing planning permission in principle.



Milestone RAG

• Three of the six major RAAC projects currently hold a Green RAG status, with two rated Amber and one Red. Dalkeith remains Red pending the outcome of the cost engineering exercise, while Liberton and Livingston are Amber as the Service awaits full market-tested pricing. Timescales for Portree, Stewarton and Huntly remain on track, although concluding land purchases within the current financial year continues to present challenges. Work is ongoing to finalise delivery programmes and confirm revised timescales across all Major Works projects.

Deviation from Budget RAG

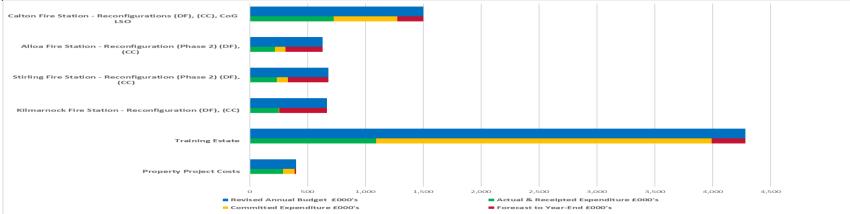
Budget virements were processed during Periods 6 and 7 to realign allocations within the Property Programme, primarily for Dalkeith and Liberton, and to maximise spend within the current financial year, resulting in the Budget RAG returning to Green. While these adjustments have helped to reduce financial risk, uncertainty remains around progress and delivery timescales for several projects. If required, and subject to approval, further budget virements will be made to maintain the RAG status at Green.

Property Major Works - Other

Progress in the month

Progress anticipated in coming months

- Market testing is underway for Alloa, Stirling and Kilmarnock Fire Stations, with full pricing for the works now expected in December.
- Within the Training Estate, the replacement of the Local CFBT unit at Stornoway has been instructed, design work for Welfare facilities at Sumburgh is progressing and the Smoke Capture works at Dreghorn have been instructed. Pricing for the Perth CC Support Unit is awaited.
- Conclusion of construction contract and commencement of works at Kilmarnock, Stirling and Alloa Fire Stations.
- Conclusion of main reconfiguration contract at Calton Fire Station and relocation of Area HQ staff.
- Secure planning permission, conclude construction contracts and commence works within the **Training Estate** projects.



Milestone RAG

The overall programme RAG status is Green, with 5 of the 6 projects rated Green
and 1 (Calton) rated Amber due to the risk that some additional works may slip
into 2026/2027. For Alloa, Stirling and Kilmarnock Fire Stations, work is
progressing to finalise construction contracts and commence on-site activity.
Efforts continue to mitigate potential delays and ensure delivery within planned
timescales across all projects.

Deviation from Budget RAG

Good progress continues to be made, and the Budget RAG is currently Green. Until
the contracts for Alloa, Stirling and Kilmarnock are finalised there is an ongoing risk
that some expenditure may slip into next financial year. Project timescales will
continue to be closely monitored.



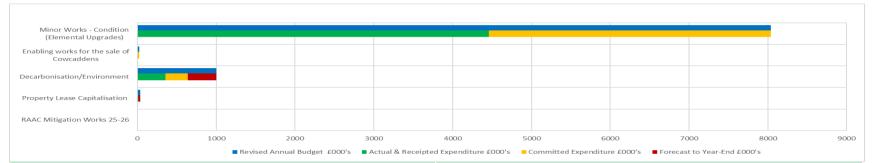
Property Minor Works

Progress in the month

Progress anticipated in coming months

- Minor works projects are progressing well with 157 projects now complete, 46 in progress, 15 programmed, 18 instructed and 2 being priced.
- Decarbonisation and Environment projects continue to progress. The power supply upgrade at McAlpine Road, Dundee has commenced and will be followed by commissioning of EV chargers.
- **LED Lighting** installation at Headquarters is nearing completion.
- Ground investigations for the proposed Headquarters Solar Farm have commenced.

- Minor Works projects are expected to continue to progress well throughout the remainder of the financial year.
- A range of heating and Building Management Systems (BMS) control projects to be designed and priced.
- Progress the design and application processes for the ground based Solar Farm at HQ.
- Finalise the design work for the **heating replacement** projects at Invergordon and Dundee.



Milestone RAG

Deviation from Budget RAG

- Property Minor Works remains on track, with a Milestone RAG status of Green.
- The Budget RAG status for Property Minor Works is Green.



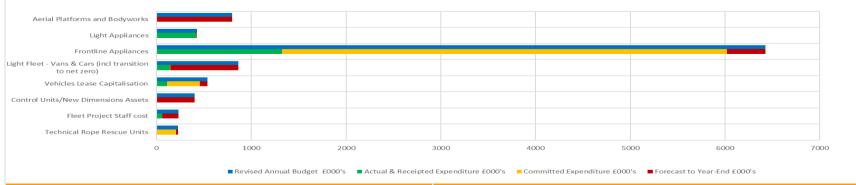
Vehicles

Progress in the month

- A virement of £2.250m was approved to accelerate the purchase of 15 additional chassis for Frontline appliances within this financial year. Orders have now been placed, with delivery scheduled for March 2026 and build slots secured for 2026/2027.
- 20 new Leased Vehicles have also been ordered, with delivery expected between mid-December and mid-January.
- Radio installation work has commenced on the 12 Light Pumping Units.

Progress anticipated in coming months

- The following vehicle completions are planned in 2025/26: 2 High Reach Appliances, 30 Frontline Rescue Pumps, 12 Light Pumping Units and 4 DIM vehicles as well as commissioning works on 82 cars and vans (purchased in 2024/25). Remaining budget will allow for the purchase of additional electric cars and vans.
- Completion of the four **Rope Rescue Units**, with delivery expected by the end of the calendar year.
- Purchase further electric cars and vans in support of net zero and decarbonisation commitments and begin the replacement of the Flexi Duty Manager vehicles.



Milestone RAG

All Vehicles projects are currently progressing to plan with a Green Rag Status, with
the exception of the Control Units / New Dimensions Assets (DIM) and Aerial Ladder
Platform (ALP's) projects, which are currently rated Amber due to extended
procurement timescales. Good progress has been made with work continuing to
finalise the tender processes and award contracts for both projects.

Deviation from Budget RAG

The Budget RAG status is Green for all projects except the DIM and ALP programmes, resulting in an overall Budget RAG status of Amber. Procurement timelines for these projects continue to be closely monitored and further budget virements may be actioned if required to return to an overall Green RAG status.



Digital and Technology (exc NMS)

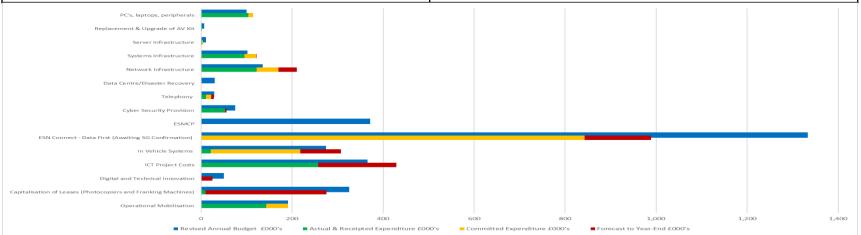
Progress in the month

Wi-fi project works progressed across 18 sites through Property.

- · Additional network switches have been delivered to complete the refresh rollout.
- · Specialist laptops delivered and rolled out.
- MODAS software training and preparation for go-live in progress.
- Test Analyst contractor extended to support MODAS implementation.

Progress anticipated in coming months

- Delivery of R5 devices for ESN Connect along with ramping up of the programme of installations
- MODAS implementation is expected to complete in January 2026.
- Work will continue across all projects to ensure that expenditure is committed in line with service requirements.



Milestone RAG

Most DaTS projects remain on track with a Green RAG status. However, the overall Milestone RAG is Red due to significant issues within the ESN Connect and ESMCP projects. The ESMCP line is Red as an appropriate solution to station end mobilisation continues to be sought, with no viable procurement route currently available to secure delivery before 31 March 2026. ESN Connect is also Red following substantial delays in installation activities. Contingency planning is underway to mitigate these risks and identify opportunities to accelerate work where possible.

Deviation from Budget RAG

Additional funding from the Scottish Government totalling £1.285m was added to the DATS Programme during Period 8 for ESN Connect / ESMCP. Most projects within DATS maintain a Green Budget RAG status, with minor adjustments planned in Period 9 to ensure allocations remain aligned with projected expenditure. However, the overall Budget RAG is Red due to significant underspends now identified within the ESN Connect (£0.345m) and ESMCP projects (£0.372m). To address this, DaTS is developing contingency plans, including reviewing the 2026-27 programme for opportunities to accelerate work and optimise use of available funds.

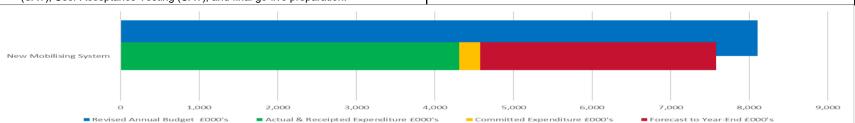
New Mobilising System (NMS)

Progress in the month

- Achieved successful ICCS go-lives in the three Operation Controls (OC): Edinburgh OC on 11 November, Dundee OC on 25 November and Johnstone OC on 2 December.
- Received updated CAD Delivery Plan from Motorola. Project preparing a Change Request for early January 2026 to align revised timelines.
- Progressed planning for SFRS-led CAD activities, including Station End Equipment (SEE) and Mobile Data Terminals (MDT), to ensure readiness for CAD implementation by November 2026.
- Draft plan from Motorola for new CCPs received; detailed review by SFRS underway.
- Conducted onsite CAD configuration workshop on 26 November, advancing operational decisions to inform configuration work for Site Acceptance Testing (SAT), User Acceptance Testing (UAT), and final go-live preparation.

Progress anticipated in coming months

- Conduct lessons learned exercise following recent ICCS go-lives.
- Issue external **press release** week commencing 8 December to mark ICCS completion.
- Finalise CAD training schedule.
- Migrate Sandbox configuration to Production environment.
- Secure SFRS sign off on CAD SAT test plans.
- · Complete detailed planning of CAD delivery activities.
- Hold January meeting with Motorola to define scope of Phase 2 Optimisation post-CAD delivery



Milestone RAG

 The project remains Amber due to continued compressed timelines for CAD delivery by November 2026. Motorola has delayed providing the design and implementation schedule for new CPP's, which may impact the CAD implementation deadline. A significant volume of configuration work is required to support Site Acceptance Testing (SAT), User Acceptance Testing (UAT) and final Go-Live, increasing pressure on delivery timescales.

Deviation from Budget RAG

The project is reporting a Red status as an underspend is anticipated. Budget virements were processed in Periods 6 and 7 to transfer £0.604m of previously identified savings to Operational Equipment. Following a further review of the overall budget, an additional saving of £0.522m has been identified, primarily due to contingency and the removal of funding for 15 additional Control posts that are no longer required. A further virement will be completed in period 9 to reallocate this funding within the wider Capital Programme.

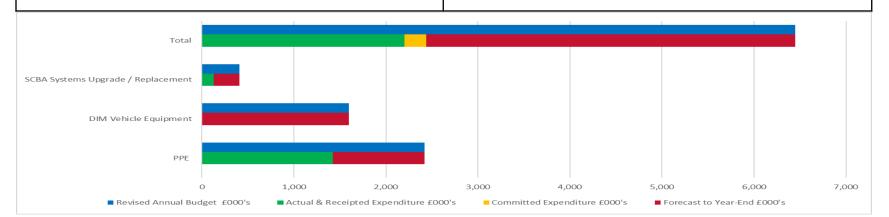
Operational Equipment

Progress in the month

- 30 full ladder sets delivered.
- Good progress has been made on the procurement of the DIM vehicles equipment. Orders will be placed imminently with delivery scheduled for February / March 2026.
- Following the approval of a number of virements to address slippage within Property projects, orders have now been placed for 124 Thermal Imaging Camera's, 1,020 Replacement Hoses and 220 Main Line Fire Fighter Branches.

Progress anticipated in coming months

- Recruitment for a Project Manager to lead the SCBA Systems Upgrade / Replacement project, alongside two additional Watch Commander roles.
- Commencement of installation of contaminant infrastructure cages for Phase 2 (70 Operations Control stations), with completion by the Facilities Management contractor targeted for 31 March 2026.
- Installation of SCBA cleaning unit at Invergordon Training Centre, with site surveys to be completed in advance.
- Awaiting delivery of the remaining PPE boxes, air bag stabilisation kits, the replacement water rescue boat and water rescue throw lines.



Milestone RAG

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

Deviation from Budget RAG

· Budget RAG status is Green.



SFRS DRAFT BOARD FORWARD PLAN					
BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	Agenda Item 17 FOR DECISION
26 March 2026	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair's Report Chief Officer's Report Committee Reports & RCG Approved Minutes Risk Themes Forward Plan Date of Next Meeting 	Standing/Regular Reports Corporate Parenting Plan Annual Update New Business •	Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2025/26 Q3 Three-Year Delivery Plan Progress update Q3 New Business	Standing/Regular Reports New Business	Standing/Regular Reports Resource Budget 2026/27 Capital Programme 2025-2028 New Business •
30 April 2026	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair's Report Chief Officer's Report Committee Reports Risk Themes Forward Plan Date of Next Meeting 	New Business •	Standing/Regular Reports New Business •	Standing/Regular Reports New Business •	• Annual Governance Review • Internal Audit Annual Audit 2026/27 New Business •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
25 June 2026	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair's Report Chief Officer's Report Committee Reports & RCG Approved Minutes Risk Themes 	Standing/Regular Reports	Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2025/26 Q4 Arrangements and Outcomes of Annual Review – Effectiveness of Board Three-Year Delivery Plan Progress update Q4	Standing/Regular Reports •	Debt Write Off 2024-25 Description
	Forward PlanDate of Next Meeting	New Business •	New Business Annual Employer's Liability Claim Update	New Business •	New Business •
27 August 2026	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair's Papert 	ARAC Committee Annual Report to Accountable Officer	 Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2026/27 Q1 Three Year Delivery Plan Progress update Q1 	Standing/Regular Reports •	Standing/Regular Reports Annual Performance Review 2025/2026 Annual Procurement Report 2025/26
	 Chair's Report Chief Officer's Report Committee Reports & RCG Approved Minutes Risk Themes Forward Plan Date of Next Meeting 	New Business •	New Business SFRS Working in Partnership 2025/26	New Business •	New Business •

SFRS DRAFT BOARD FORWARD PLAN

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BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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29 October 2026	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair's Report Committee Reports & RCG Approved 	Standing/Regular Reports SFRS/Anthony Nolan Partnership Annual Report New Business •	 Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Capital Budget Outturn Report 2025/26 Resource Budget Outturn Report 2025/26 Mew Business 	Standing/Regular Reports New Business	 Standing/Regular Reports Board Forward Plan Schedule 2027/28 Draft Annual Report and Accounts 2025/26 (PRIVATE) New Business
	Minutes Risk Themes Forward Plan Date of Next Meeting				
17 December 2026	 Chair's Welcome Apologies Consideration of and Decision on any items to be taken in Private Declaration of Interests Minutes Action Log Decision Log Chair's Report Chief Officer's Report Committee Reports Risk Themes 	 Standing/Regular Reports HS Policy and Policy Statement New Business 	 Standing/Regular Reports Resource Budget Monitoring Report Capital Budget Monitoring Report Quarterly Performance Report 2026/27 Q2 Health and Safety Annual Report 2025/26 Three-Year Delivery Plan Progress update Q2 New Business 	New Business	New Business
	Forward PlanDate of Next Meeting	•	•	•	•

SFRS DRAFT BOARD FORWARD PLAN

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



PUBLIC MEETING -THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE THURSDAY 18 DECEMBER 2025

The following reports were submitted for information only.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/TSA/01-25

Agenda Item: N/A FIO

_	Agenda Item: N/A FIO								
Report to:		THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:		18 DECEMBER 2025							
Report Title:		SAFETY AND ASSURANCE ANNUAL PERFORMANCE REPORT 2024-25							
Report Classification:		For Information SFRS Board/Committee Mee For Reports to be held in Specify rationale below re Board Standing Ord			eld in ow ref	Private ferring to			
			<u>A</u>	<u>B</u>	<u>C</u>	D	<u>E</u>	<u>E</u>	<u>G</u>
1	Purpose								
1.1		e of this report is for the Board to formance Report 2024-25.	note th	ne cont	tent of	the Sa	fety an	d Assu	irance
2	Backgroun	ıd							
2.1	The Safety and Assurance Annual Performance Report 2024-25 provides analysis of the key areas of performance during the reporting year and details the risk reduction control measures on key themes such as accident and injury reduction, managing safety standards and continual improvement. We continue to provide an enhanced report to better demonstrate our commitment to improvement and the activities undertaken throughout the year to improve safety. This								
3	"we will" sta	ses on proactive measures and tements noted within the report.	identify	ring are	eas of	improv	rement	throu	gh our
	Main Report/Detail								
3.1	This report provides an update on the Annual Operating Plan, the SA Strategy and Legal Compliance. This year, the report also includes engagement activities and a summary of SA indicators.								
3.2	See below a brief summary of key performance areas over the reporting period:-								
3.3	Accident/Injury Summary In 2024-25 there was a total of 174 Accidents and Injuries recorded. When compared to the previous reporting year, there has been a 6% (185 to 174) decrease.								
3.4	Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) Summary. A total of ten events were reported to the Health and Safety Executive under RIDDOR. When compared to the previous reporting year, there has been a 38% decrease (16 to 10).								
3.5	There was	sidents Summary. a total of 205 Vehicle Accident ear, there has been a 4% decrea	•			ompar	ed to	the pre	evious

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3.6	Near Miss Reporting. 176 Near Misses were reported in 2024-25. When compared to the previous reporting year, there has been an 35% decrease (273 to 176).
3.7	Acts of Violence Summary. In 2024-25 there was a total of nineteen verbal attacks to SFRS personnel reported. When compared to the previous reporting year, this remains numerically consistent. A further forty physical attacks to SFRS personnel were reported, a 2% decrease when compared to the previous reporting year (41 to 40).
3.8	Operational Assurance Audit Actions. In 2024-25 there was a total of four structed debriefs conducted by the Operational Assurance team. The debriefs collated and review information of the event to highlight good practice and to make recommendation where required to promote continual learning and improvement.
3.9	Health and Safety Improvement Plans (HSIP) Summary. Overall completion of the 2024-25 HISP is 98% (40 of 41) representing an 6% increase when compared to the previous reporting year
3.10	The report includes an overview on benchmarking from data collated from other UK Fire and Rescue Services.
3.11	A summary by each directorate covers HSIP progress, accident summary and key achievements. The report also includes areas of continual improvement through Support Reviews and Station Audits.
4	Recommendation
4.1	The Board are asked to note the content of the Safety and Assurance Annual Performance Report 2024-25.
5	Key Strategic Implications
5 5.1 5.1.1	Key Strategic Implications Risk Appetite and Alignment to Risk Registers Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety.
5.1	Risk Appetite and Alignment to Risk Registers Failure to monitor Health and Safety performance and identify areas of continuous
5.1 5.1.1 5.2	Risk Appetite and Alignment to Risk Registers Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety. Financial No financial implications within the production of this report. Some recommendations within the report may have financial implications and will be managed through appropriate
5.1 5.1.1 5.2 5.2.1	Risk Appetite and Alignment to Risk Registers Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety. Financial No financial implications within the production of this report. Some recommendations within the report may have financial implications and will be managed through appropriate governance routes by the risk owner. Environmental & Sustainability

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	I for Health and Wellbeing. Trend analysis of events will assist in to improve the Health and Wellbeing of SFRS employees.			
	olications as a result of the Annual Safety and Assurance Report. ill be approved through other governance routes or captured in vement Plans.			
Timing The Safety and Assurance Annual Performance Report 2024-25 was progressed through the Governance routes as indicated within the Governance Route for Report section. Once the Annual Safety and Assurance Report has went through the relevant governance routes, the report will be published on SFRS iHub and SFRS website.				
managed by Think, Act, quarterly and annual repo	rmance is monitored through Key Performance Indicators (KPIs) Stay Safe (TASS) performance reports and the development of orts. The performance outcomes are communicated and actioned rance Improvement Groups (SAIG).			
Communications & Eng No further engagement is will be published on the S	required. This report will be communicated to all SFRS staff and			
Legal Failure to monitor and improve the management of Health and Safety could result in non-compliance to Health and Safety legalisation.				
Information Governance There are no implications	es that require to be noted for GDPR purposes.			
Equalities There are no implications that require to be noted for equality and diversity. An EHRIA has been completed for the Health and Safety Policy and supporting arrangements.				
Service Delivery The Annual Safety and A provided for awareness a	assurance Report has no direct impact on Service Delivery and is and information.			
Core Brief				
The Director of Training, Safety and Assurance presented the Safety and Assurance Annual Performance Report 2024-25 provides a detailed analysis of SFRS Health and Safety performance during the reporting year and makes recommendations to ensure continuous improvement.				
Assurance (SFRS Board/Committee Meetings ONLY)				
Director:	Craig McGoldrick, Director of Training, Safety and Assurance			
	Substantial/Reasonable/Limited/Insufficient			
Rationale:	The Safety and Assurance Annual Performance Report 2024- 25 informs the workforce of the organisation's safety performance and the progress being made toward achieving the defined KPI's, as well as how they contribute to the organisation's success.			
	Training There are no training important and Safety Improvements with Health and Safety and routes, the report will be safety and routes, the report will be safety and annual report will be safety and annual report will be safety and annual report will be published on the safety and Assurance to Health and Safety and Assurance to Health and Safety and Assurance to Health and Safety and Assurance of the Health and Safety and Assurance of Training Annual Performance Resafety performance Resafety performance duric continuous improvement improv			

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8	Appendices/Further Reading			
8.1	Appendix A: Safety and Assurance Annual Performance Report 2024-25			
Prepared by: Victoria Regan, Business Support officer				
Sponsored by:		Teresa Kelly, Deputy Head of Safety and Assurance Alasdair Cameron, Area Commander, Deputy Head of Safety and Assurance		
Presented by:		Jim Holden, Head of Safety and Assurance		

Links to Strategy and Corporate Values

SFRS Strategy 2025 - 28 Safe and Effective Response

OUTCOME: We are an effective and trusted Fire and Rescue Service where our communities and people are safe.

Innovation and Investment

OUTCOME: We are more innovative and achieve sustained investment in our technology, equipment, estate and fleet, making us more effective and efficient.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Safety and Assurance Function Management Team (SA FMT)	3 July 2025	For Recommendation
TSA Directorate Management Team (TSA DMT)	13 Aug 2025	For Scrutiny
Safety and Assurance Subgroup (SASG)	10 September 2025	For Scrutiny
People Committee (PC) (Draft)	11 September 2025	For Scrutiny
Training, Safety and Assurance Board (TSAB)	9 October 2025	For Decision
Strategic Leadership Team (SLT)	22 October 2025	For Information
People Committee (PC)	11 December 2025	For Information
SFRS Board	18 December 2025	For Information

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Contents





1. Introduction

Chief Officer and Board Chair; Head of Safety and Assurance; and Key Achievements

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Introduction

e are pleased to present the Annual Safety and Assurance Performance Report for 2024-2025, which reaffirms the Scottish Fire and Rescue Service's (SFRS) unwavering commitment to the safety of our people. This report provides a comprehensive overview of our performance, governance, and continuous improvement activities, reflecting the strategic integration of our safety value as a foundational principle across all levels of our Service.

Throughout the reporting year, we have continued to embed a culture of safety and assurance within our operational and corporate functions. From strategic planning to frontline delivery, our approach has been guided by evidence-based decision-making, robust risk management, and a clear focus on protecting our workforce and the communities we serve.

A key milestone through 2024/25 has been the successful implementation of our Standard

Operating Procedure (SOP) and Management Arrangement (MA) for Fire Contaminants, developed in collaboration with representative bodies and external experts in this field. This initiative represents a significant advancement in occupational health protection and demonstrates our commitment to applying scientific rigor and best practice in managing emerging risks to ensure we safeguard our people.

Looking ahead, the SFRS will continue to evolve through structured organisational learning, the enhancement of assurance frameworks, with a proactive focus on the safety, health, and wellbeing of our people. This report therefore not only reflects on our achievements and challenges but also sets a clear trajectory for future improvements in safety, assurance and wellbeing across the Service.

The SFRS Board and Strategic Leadership Team wish to formally acknowledge and thank all staff for their professionalism, resilience, and dedication throughout the year. Your continued efforts in upholding safety standards and protecting one another are deeply appreciated and central to our collective success.



Stuart StevensSFRS Chief Officer



Dr Kirsty Darwent Chair of SFRS Board

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Overview

reporting year, I would like to extend my sincere appreciation to every member of the SFRS. Your continued commitment to being safe and well has been the driving force behind the progress we have achieved. Whether responding to incidents, supporting operational delivery, or leading teams, your professionalism and resilience have contributed significantly to a safer, more effective working environment.

I wish to also extend my thanks to our fellow UK Fire & Rescue Services for providing their data which has assisted with our benchmarking exercises and very much look forward to working more closely with the National Fire Chiefs Council to identify learning and improvement initiatives that will improve safety across the sector.

Over the course of 2024-25, the SA function has delivered meaningful improvements across several key areas. Notably, we achieved a 38% reduction

in RIDDOR-reportable injuries, as direct outcome of enhanced safety awareness and proactive engagement with risk mitigation measures. The introduction of the Fire Contaminants MA and SOPs marked a major advancement in occupational health, while improvements to hazard and near-miss reporting systems have strengthened our ability to learn and adapt.

Structured debriefs, thematic audits and case studies have been instrumental towards embedding lessons learned and promoting our culture of continual improvement across the Service. Our governance arrangements continue to meet statutory obligations, supported by an environment that empowers individuals to take ownership of safety. Enhancements to reporting formats have improved clarity and usability, and our Health and Safety Improvement Plans achieved a record 98% completion rate, reflecting our ongoing collective commitment to improve safety and organisational learning.

We remain focused on further strengthening our Safety and Assurance Management System (SAMS). Alignment with ISO 45001, standard for occupational health and safety management system



Jim HoldenHead of Safety and
Assurance

has progressed, and improvements to Provision and Use of Work Equipment (PUWER) and risk assessment processes have been implemented. Safety training programs either through specific courses and as part of our Training for Operational Competence, continue to be undertaken by operational personnel to equip them with the knowledge and understanding required to operate safely and confidently.

Thank you once again for your dedication and for playing a vital role in protecting each other and the communities we serve. Your contributions continue to shape a safer, healthier, and more resilient SFRS.

Key Highlights for 2024/25



Planning

06

The Manual Handling e-learning course has

been revised. In addition, a new Assessors Training Course has been introduced, providing enhanced content and guidance to support the effective management of manual handling assessments.



Event and Investigation

A total of 693 events were reported and

investigated, including 3 significant event investigations. Additionally, a focused analysis of training-related burn injuries and Pneumatic Rescue Equipment (PRE) was conducted to identify root causes and to reduce the risk of reoccurrence.



Operations

Advanced offsite water rescue training has been delivered,

supported by comprehensive safety documentation to ensure best practice and operational readiness. The Document Conversion Project (DCP) continues to provide vital support in updating: Risk Assessments (RA), Safe Systems of Work (SSOW), and Operational Procedures.



Directorates

RA's, SSOW, and Technical Assessments have

been reviewed and published across the SFRS. Additionally, 3 Health and Safety Directorate Handbooks have been reviewed and published, enhancing compliance and safety.



Training

Training RA and SSOW have been reviewed to ensure

alignment with current operational practices and to address emerging risks. Development of new RAs and SSoW for new equipment, techniques, and procedures ensuring continued relevance, safety, and operational effectiveness.



Safety Assurance

A Support Review was conducted on Safety and

Assurance Improvement Groups (SAIGs) and Self-Compliance Management Arrangements.
The findings highlighted areas of best practice and provided recommendations for improvement.



Operational Assurance

Operational Assurance (OA)

have researched and published 5 Frontline Updates, following shared learning from National Fire Chiefs Council (NFCC), supporting orgnisational learning.



Business Support

The Annual and Quarterly reporting processes have been

modernised, resulting in improved clarity of reporting outputs and stronger alignment with strategic objectives. These enhancements support decision-making and ensure that reporting reflects organisational priorities effectively.



2. Performance

Key Performance Indicators; Benchmarking; and SA Indicators

RIDDOR Reportable Events

n 2024/25 a total of 10 events were reported to the Health and Safety Executive (HSE) under RIDDOR Regulations. When compared to the previous reporting year, there has been a 38% decrease (16 to 10).

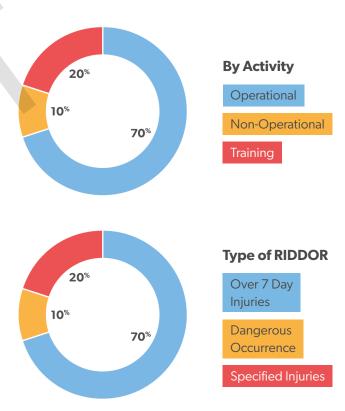
Following the Asbestos Thematic Audit, several improvements were implemented to strengthen asbestos safety and compliance. These included a comprehensive review of the Asbestos Generic Risk Assessment (GRA) and updates to the Training for

Operational Competence (TFOC) Asbestos training module to reflect current best practices. Notably, only one RIDDOR-reportable asbestos-related incident was recorded during the 2024–25.

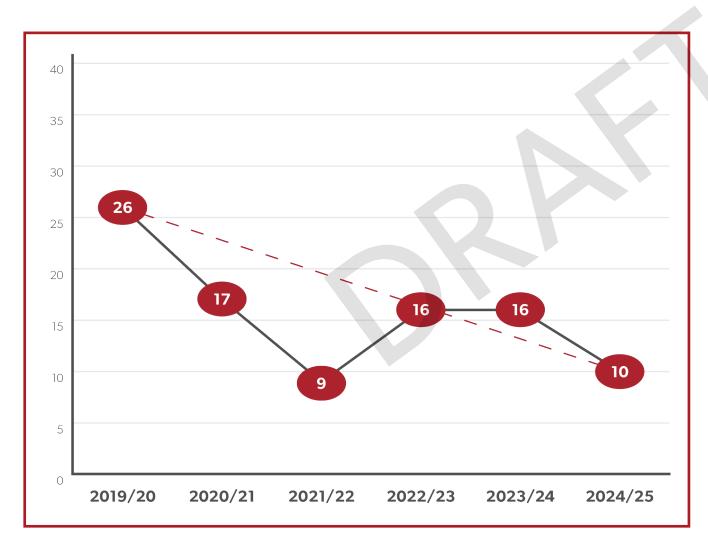
The most common cause of over 7-day injuries was slips, trips, and falls, accounting for 20% (2 of 10).

An example of a RIDDOR reportable event included:

 While detaching trailer from Land Rover, boat shifted unexpectedly, trapping the firefighter's thumb between the trailer and spare wheel, resulting in hospital treatment.



RIDDOR Reportable Events



KPI 52: RIDDOR Reportable Events

Purpose:

Demonstrates how many notifications there has been to the HSE which may include death, specified injury, over 7 day injury, non-worker taken to hospital for treatment, dangerous occurrence or an occupational disease. Please note COVID-19 RIDDORs are excluded to provide a true trend.

We will:

Continue to monitor and analyse incident trends to proactively reduce the risk of RIDDOR-reportable events, ensuring that lessons are identified and acted upon.

The SFRS remains committed to safeguarding the welfare of all personnel following workplace accidents or injuries, with timely referral to appropriate support services where needed.

Accident and Injuries (excluding RIDDOR)

n 2024/25 there was a total of 173 (2 of which involved Contractors)
Accidents and Injuries recorded. When compared to the previous reporting year, there has been an 8% (188 to 173) decrease, of these:

The slight upward trend over the four-year period may be attributed to the lower incident reporting observed during the COVID-19 period, with similar rates reported prior to COVID-19

Examples of Accident/Injuries include:

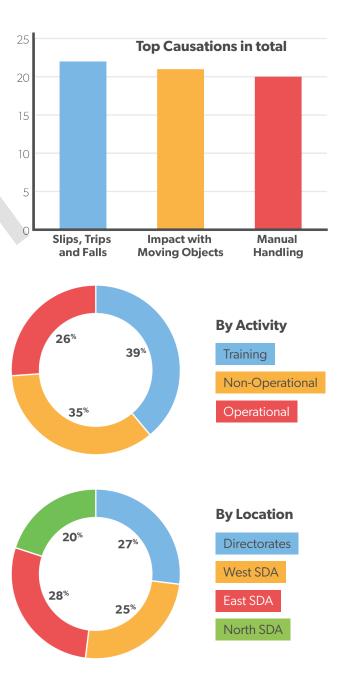
- Firefighter misjudged step while dismounting appliance resulting in familiarisation with SSOW and aware of personal behaviours; and
- While removing a pipe from appliance, a firefighter's hand was punctured by exposed sharp metal on worn standpipe holder, resulting in more awareness during checks to check the

holding brackets and housings to ensure no hazards exist.

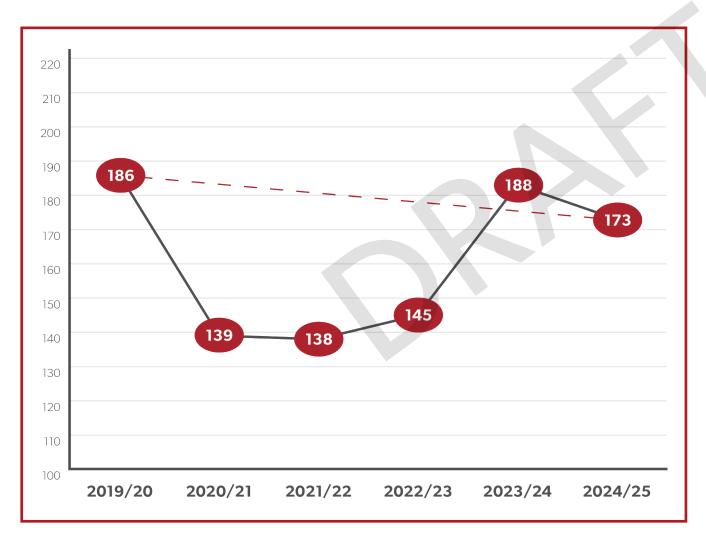
Local Safety and Assurance Improvement Groups identify local trends and highlight any required actions. When there are national implications, these are escalated to the Safety and Assurance Sub-Group for review.

In the coming year, SA will review key areas to strengthen safety performance and learning. A particular focus will be placed on understanding the personal behaviours and decision-making processes that contribute to events. This includes examining the human factors behind events and identifying opportunities for early intervention and behavioural support.

This work will be progressed and supported throughout 2025, in collaboration with relevant stakeholders, to promote a culture of accountability, learning, and continuous improvement.



Accident and Injuries (excluding RIDDOR)



KPI 53: Accident and Injuries (excluding RIDDOR)

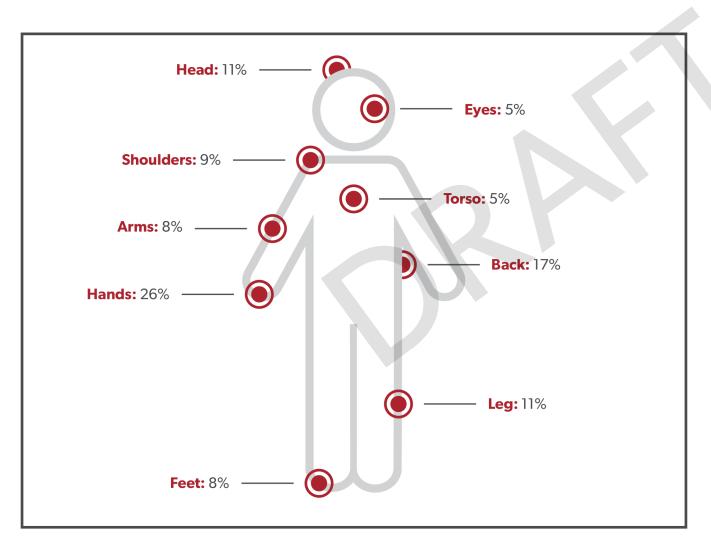
Purpose:

Demonstrates total accidents and injuries to occur through workplace accidents.

We will:

Maintain a consistent approach to promptly investigating all accidents and implementing proportionate corrective actions to reduce the likelihood of recurrence and enhance overall safety performance.

Accident and Injuries (excluding RIDDOR)



The SFRS Musculoskeletal (MSK) Injury Reduction Group is supported by Health and Wellbeing to ensure all personnel receive the necessary assistance following an injury.

Body Map

Percentages for Accident/Injuries.

• Please note there may be multiple injuries per accident.

Verbal Attacks on SFRS Staff

n 2024-25 there was a total of 19 verbal attacks to SFRS personnel reported. When compared to the previous reporting year, this has remained numerically consistent.

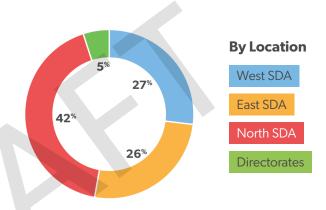
63% (12 of 19) events were reported during operational activities. 37% (7 of 19) during non-operational activities.

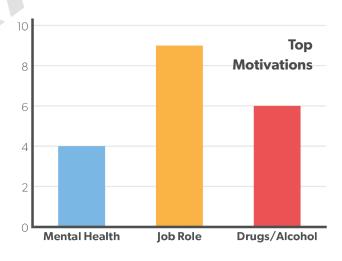
14 verbal attacks were from individual persons towards staff, the remaining 5 were group acts.

Police were requested for 11 of the 19 verbal assaults of which 1 was considered as reportable under the Emergency Workers (Scotland) Act 2005.

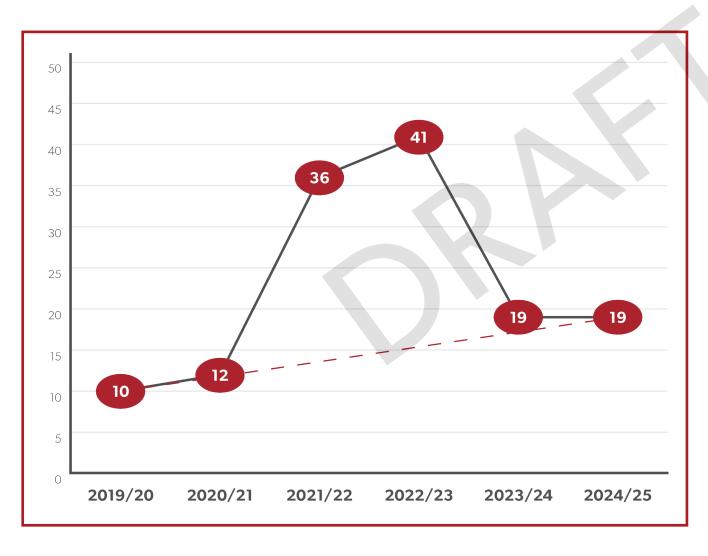
Outcomes taken from SFRS investigations include:

- Local areas liaising with Community Action Team (CAT) to ensure adult protection forms are submitted.
- CAT have regular communication to Anti-Social Team, Community Wardens and Police Scotland
- Strengthen ties with Police Scotland counterpart to extend close working around know addresses of history of anti social behaviour towards SFRS personnel
- Enhanced Welfare checks of crew Completed soon after AOV was known





Verbal Attacks on SFRS Staff



KPI 50: Verbal Attacks

Purpose:

Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public.

We will:

Promote a respectful working environment by implementing measures to reduce verbal abuse towards staff, including targeted prevention strategies, staff support, and community engagement.

Physical Attacks on SFRS Staff

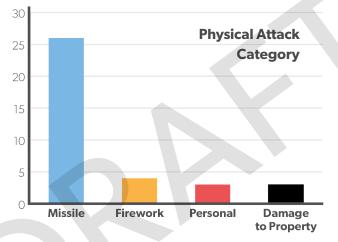
n 2024/25 there was a total of 40 physical attacks to SFRS personnel reported, when compared to the previous reporting year, a 2% decrease is noted (41 to 40).

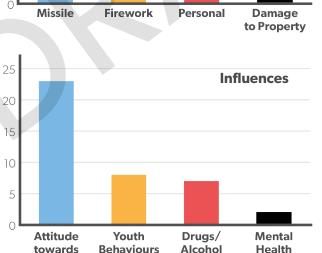
There has been a decrease in Physical Acts of Violence (AOV) in the West Service Delivery Area (SDA) by 8% (25 to 23). However, an increase is shown in the North SDA by 200% (1 to 3) and in the East SDA by 8% (13 to 14).

98% (39 of 40) events were reported during operational activities. 2% (1 of 40) occurred during non-operational activities. Unfortunately, 1 event included a reported perforated eardrum injury as a result of fireworks.

25 physical attacks were through group acts, the remaining 15 were from individual persons.

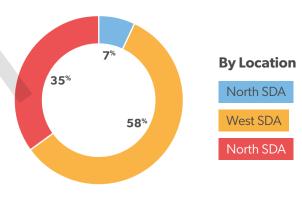
Police were requested for 30 of the 40 physical assaults, 1 of which was considered as reportable under the Emergency Workers (Scotland) Act 2005.

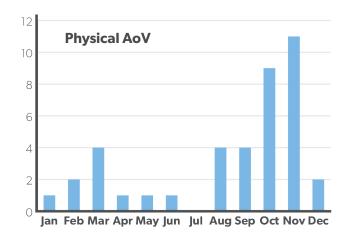




Uniformed

Service





Physical Attacks on SFRS Staff

Outcomes from SFRS Investigations include:

- De-brief of this incident undertaken with all station personnel and awareness was carried out on local and civil disturbances SOP.
- A full engagement programme was carried out with all schools in the local authority area.
- Operations Control to place warning to crews of possible aggressive behaviour on turnout systems.
- Police automatically requested for mobilisation in areas where violence was higher.

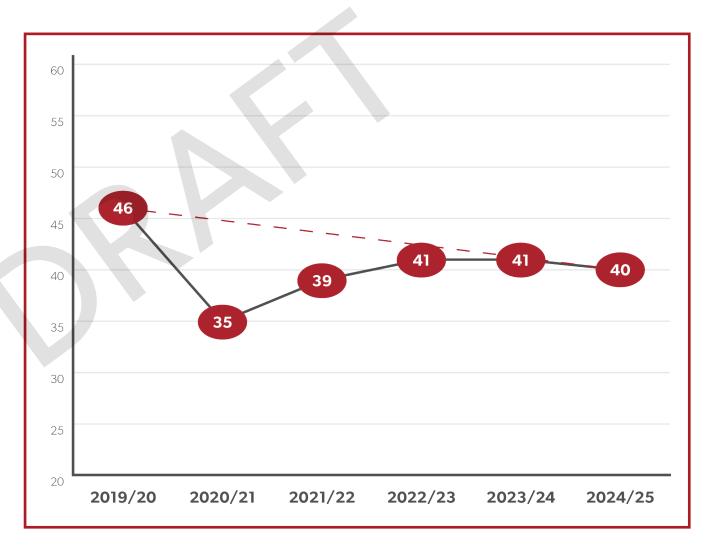
KPI 51: Physical Attacks

Purpose:

Demonstrates how many physical attacks have occurred to SFRS personnel by members of the public.

We will:

Continue to work with Police Scotland to ensure AoV are reported, perpetrators are prosecuted under the Emergency Workers (Scotland) Act 2005 and SFRS communicate any learning between LSO Areas and Functions to reduce the risk of physical attacks to SFRS staff.



Near Miss (NM)

n 2024/25 there was a total of 176 Near Misses (NM) reported. When compared to the previous reporting year, there has been an 35% decrease (270 to 176).

The 3 most common causes of near misses reported were;

- Other 31% (58 of 176) e.g. Weather, Pest Control and Food Preparation;
- Breathing Apparatus (BA) 25% (44 of 176); and
- Appliance and pumps 20% (35 of 176).

When considering the number of NM in relation to the number of Accidents/Injuries including



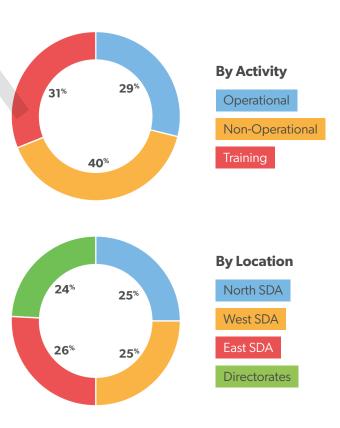
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) events we see a ratio of 1.05, which is a decline (1:13) when compared to the previous reporting year.

NM reporting remains a key area of focus and continues to be actively promoted as a proactive safety behaviour. SA will work collaboratively with representative bodies to further encourage and support the reporting of NMs across the organisation.

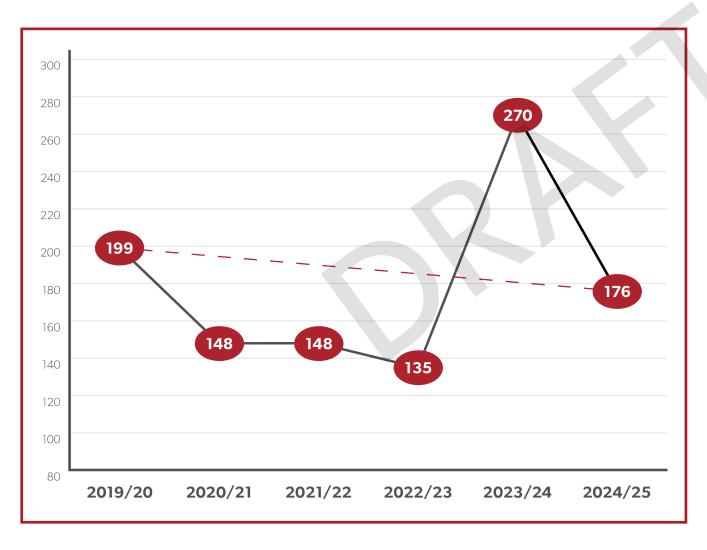
To reinforce this message, NM awareness posters were made available to stations, and OA has published a frontline update highlighting the critical importance of NM reporting in maintaining a safe working environment.

During 2024/25 the SFRS implemented an additional reporting feature, hazard reporting. This is an anonymous reporting process to support the identification of unsafe conditions or behaviours.

The Safety and Assurance Improvement Groups (SAIGs) continue to promote the reporting of near misses and hazards among staff groups.



Near Miss (NM)



KPI 54: Near Miss

Purpose:

Total recorded number of NM events that had the potential to lead to an accident or ill health.

We will:

Foster a proactive safety culture by actively encouraging the reporting of near miss events, emphasising the value of early identification and shared learning.

Safety and Assurance (SA) will engage with other UK Fire Services to benchmark best practices in near miss reporting and will champion the dissemination of lessons learned across the organisation

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19

Key Performance Indicators

Near Miss (NM)

These examples of reported near miss events highlight the importance of recording events, to learn and prevent the risk of recurrence.

Breathing Apparatus (BA) Malfunction During Training

"Though organised offsite BA Training, first BA team went through door of entry, and one firefighter's Lung demand valve (LDV) began evacuating air as though in free flow. LDV removed and no injuries. BA set went from 290 and 260 bar."

Outcome: Training set was connected to an operational cylinder. Training BA sets must be tested in accordance with SFRS Equipment Information Card. Communication issued that training BA sets and cylinders have only to be utilised.

Rescue Sled Damage Risking Deflation

"Whilst training, crew noticed abrasions to the rescue sled caused by rubbing on the outboard motor during stowage. This could cause deflation or potentially burst the sled in operational use."

Outcome: Method of securing RS5 was unsatisfactory, consideration to use of sling to secure RS5 to prevent slippage. Local communication to be issued regarding appropriate securing of RS5 to prevent reoccurrence and importance of robust periodic inspection processes including visual checks for damage.

Aerial Ladder Platform Power (ALP) Failure

"While at incident, personnel were within aerial appliance cage. Emergency generator failed, requiring manual climb down. ALP listed forward and had to be stabilized manually."

Outcome: Fault of booms being stuck / unable to move was diagnosed by Fleet due to the vehicle battery being ran flat due to significant load on the battery without sufficient revs from engine. ALP Operators made aware of the impact on the road engine and the back up generator in the event of the vehicle battery being ran flat, and safety systems are disabled during the emergency bleed down procedure and that operators are required to manually check angles.

Pump Failure During Firefighting

"Hose reel jet pressure failed. Firefighters could not increase pressure, resulting in pump failure. No high pressure available during incident."

Outcome: This defect was caused by chaffed wiring within the wiring loom. Inspection of this wiring is out with the remit of station personnel. It is vital that that water supplies are checked and deemed adequate before personnel are committed to a fire. Fleet to consider if there are any national trends reported.

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Key Performance Indicators

Near Miss (NM)

Why is near miss reporting important?

Safety is one of our core values. Our number one priority is to work together for a safer Scotland. Therefore, safety must be at the core of everything we do. Near miss reporting is a proactive tool in our Health & Safety Management System, helping reduce the risk of injury and ill health.



By promoting a positive culture of near miss reporting we can change our way of thinking about near misses. Near misses are near accidents. We have an opportunity to prevent accidents and their associated harm through proactive monitoring and reporting. SFRS (Scottish Fire and Rescue Service) encourages every near miss to be reported, no matter how trivial it may seem. All near misses are investigated to identify root causes and any actions required, including lessons to be learned to reduce the risk of accidents occurring. Some benefits of effective near miss reporting are:

- Provides opportunity to improve firefighter safety: Near misses provide a significant opportunity to identify areas to improve, enhancing Health & Safety practices and arrangements.
- Promotes vigilance: Prevents complacency by continually evaluating processes and identifying opportunities for improvement.
- Involves staff: A positive near miss reporting culture allows employees to be involved in Health & Safety management and increases staff engagement.
- Demonstrates Organisational commitment to safety: Near miss reporting demonstrates SFRS's commitment to a culture of safety, which should be promoted to staff without fear of discipline or reprimand.
- Allows identification of trends: Near miss reporting facilitates collection of valuable data over time and allows identification of possible trends and potential risks.

he SFRS continues to emphasise that any acts of violence or aggression towards our personnel are entirely unacceptable. We maintain a zero-tolerance approach to such behaviour

We will:

Continue to actively promote hazard reporting to drive increased participation, strengthen our positive safety culture, and help reduce the risk of injury through early identification and mitigation of potential hazards.

Vehicle Accidents

n 2024-25 there was a total of 204 Vehicle Accidents (VA). When compared to the previous reporting year, there has been a 5% decrease (214 to 205), of these;

The most common cause of VAs continues to "hit something fixed or stationary", accounting for 70% (142 of 204).

Of the Low-Speed Manoeuvres, 49% (49 of 101) of VAs involved the use of Driving Assistants.

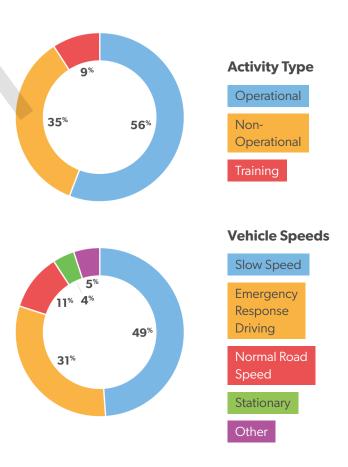
Example of VA events includes:

 Appliance lost traction on icy ramp and slid into a bollard while reversing; recovery was required due to risk of further damage – an inspection was carried out and raised with Fleet for further investigation and repair.

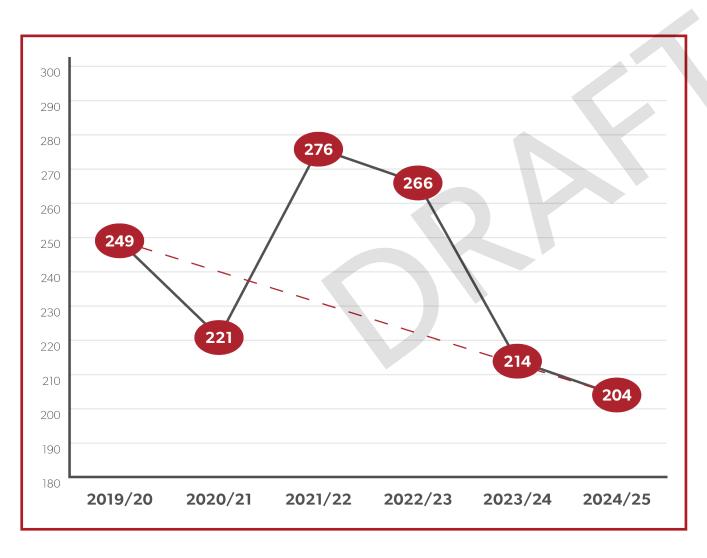
- While reversing with guides, the appliance struck a grit bin hidden in a blind spot, causing superficial damage to the heat shield – this was discussed with the crews involved and training emphasised.
- During a water rescue response, a trailer's jockey wheel detached in transit, damaging the lighting board. This was discovered during routine checks – this highlighted a requirement to complete a suitable dynamic Risk Assessment during adverse weather in accordance with the SFRS Drivers Handbook.

The Driver Safety Group continues to monitor trends and implement further controls and support to reduce the risk of vehicle accidents. Local Senior Officers (LSOs) continue to investigate and ensure actions are taken to prevent risk of reoccurrence.

Following the implementation of the Unwanted Fire Alarm Signals (UFAS) policy, a 30% reduction in blue light VAs was identified over a 12-month period.



Vehicle Accidents



KPI 55: Vehicle Accidents

Purpose:

Total number of events that involved vehicle accidents.

We will:

Enhance the monitoring and reduction of vehicle accidents through data-driven analysis, targeted driver training, and continuous improvement of operational procedures.

Operational Assurance Audit Actions

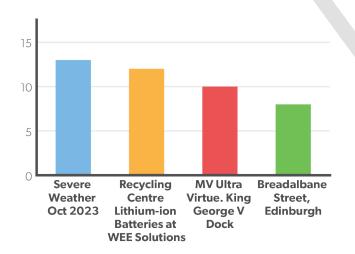
n 2024-25 there was a total of 4 structed debriefs carried out by the Operational Assurance team. Debriefs gather and analyse event information to recognise good practice and provide recommendations that support continuous learning and improvement.

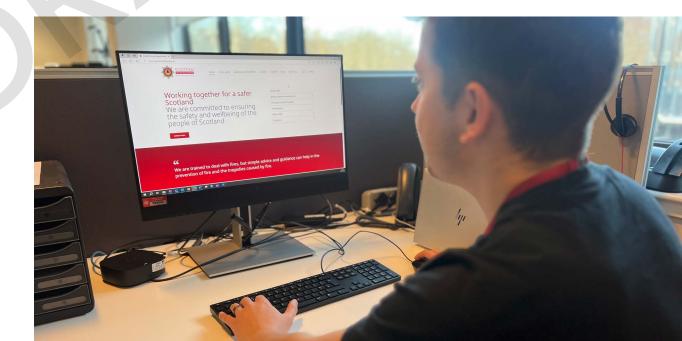
These debriefs provide a structured opportunity to reflect on incidents, identify what went well, and highlight areas for development. By capturing insights from those directly involved, services can make informed decisions that enhance future performance and reduce risk. One critical outcome of debrief recommendations is the need to ensure that operational documentation, such as standard operating procedures (SOPs), training materials, and

response protocols to ensure they remain current and reflective of working practices.

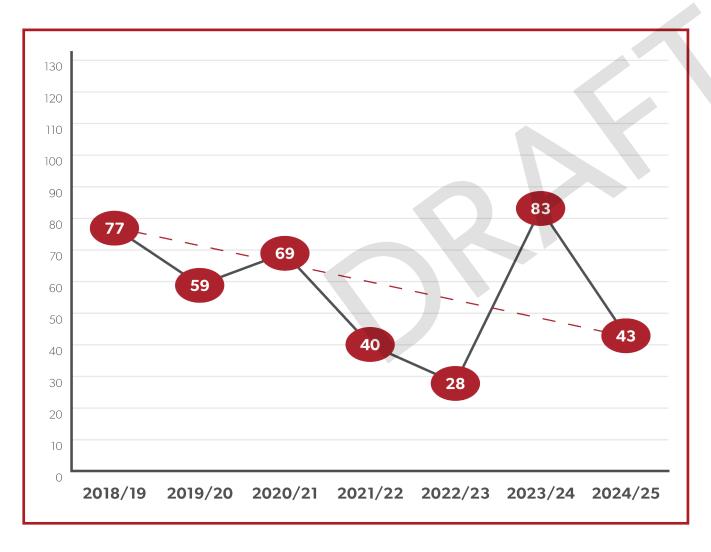
All recommendations arising from debriefs and thematic audits are subject to governance processes and recorded in the Organisational Learning Group (OLG) tracker, where they are assigned to the appropriate risk owner for progression to completion, supported by documented evidence.

Debriefs and Action Totals





Operational Assurance Audit Actions



KPI 19: Operational Assurance Audit Actions

Purpose:

The KPI demonstrates the number of Significant recommendations identified through OA Debrief Processes.

We will:

Continue to review significant operational events when appropriate, while reinforcing the use of hot debriefs and encouraging the consistent capture of lessons learned – both successes and areas for improvement – via the Operational Assurance Recording and Reporting System (OARRS).

Key Performance Indicators

Health and Safety Improvement Plans

verall completion of the 2024-25
Health and Safety Improvement
Plans (HSIP) is 98% (40 of 41) representing
a 6% increase when compared to the
previous reporting year.

TSA completed 97% (37 of 38) of 2024/25 actions. The 1 outstanding action relates to Support Reviews of Statutory Inspections which will be managed in the 2025/26 Improvement Plan. All other SDAs and Directorates completed 100% of their overall actions for 2024/25.

Our 2025/26 Improvement Plans ensure legal compliance, best practice and reaffirm our commitment to strengthening health and safety by focusing on people, processes, and systems to enhance staff wellbeing. These plans are guided by SA and SAIG meetings, ensuring all functions are supported in delivering their actions and driving continuous improvement across the service.

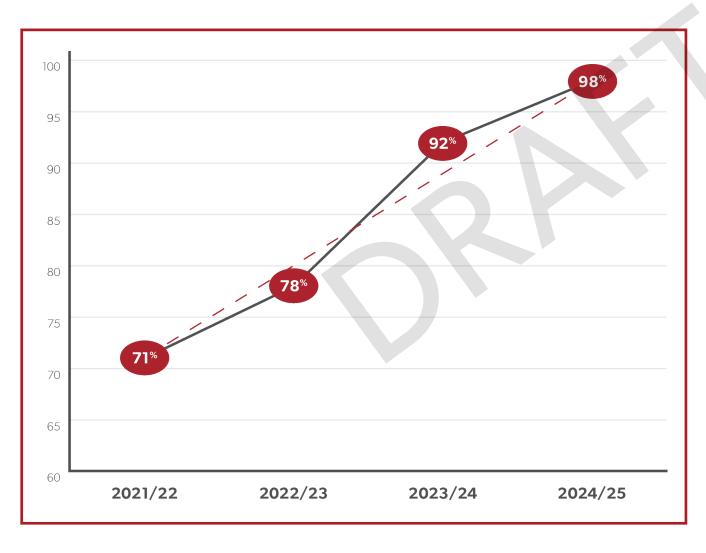
Key achievements from the HSIPs include:

- Methods of Entry Training Initiated: Course materials were developed, e-learning content created, and training modules scheduled for delivery in 2025/26
- Operational Assurance Audits Conducted: Thematic audits were completed on renewable energy technologies and station inspection programs, supporting risk-based assurance.
- Power BI Reporting Enhanced: SA and Strategic Planning, Performance and Communication (SPPC) collaborated to improve KPI reporting and data visualisation through Power BI.
- An SDA Handbook was developed and published, supporting the Gantt Chart action outlined in the Improvement Plans.



Image by JASPERIMAGE

Health and Safety Improvement Plans



KPI 56: YTD Health and Safety Actions Completed

Purpose:

Demonstrates the completion of improvement plans to drive safety performance.

We will:

Drive continuous improvement in health and safety by setting SMART objectives that support legal compliance and reduce risk across the Service.

Key Performance Indicators

Health and Safety Improvement Plans

	Total Number of Actions	Number of Actions Complete	% Progress Towards Completion
Scottish Fire and Rescue Service	41	40	98%
North SDA (NSDA)	16	16	100%
East SDA (ESDA)	16	16	100%
West SDA (WSDA)	16	16	100%
Finance and Contractual Services (FCS)	15	15	100%
People Directorate	11	11	100%
Prevention Directorate	10	10	100%
Operations (OP)	13	13	100%
Strategic Planning, Performance and Communications (SPPC)	14	14	100%
Training, Safety and Assurance (TSA)	38	37	97%
Portfolio Office	10	10	100%

Health and Safety Improvement Plan Annual Breakdown 2024-25

TSA completed 97% (37 of 38) of 2024/25 actions. The 1 outstanding action relates to Support Reviews of Statutory Inspections which will be managed in the 2025/26 Improvement Plan. All other SDAs and Directorates completed 100% of their overall actions for 2024/25.

Benchmarking UK FRS

(01/04/2024 - 31/03/2025)

ach UK FRS has different reporting variables; however, through data analysis of the figures provided, there are areas of strong performance and areas for improvement within SFRS.

When benchmarking, SFRS has utilised the figure per 500 employees, which provides a more comparable basis across the UK FRSs contacted.

The data indicates that, in comparison to smaller services, SFRS has a lower Accident/Injury and RIDDOR rate per 500 employees, which is positive.

Areas for improvement within SFRS include our NM reporting figures, which remain relatively low compared to other UK FRSs per 500 employees.

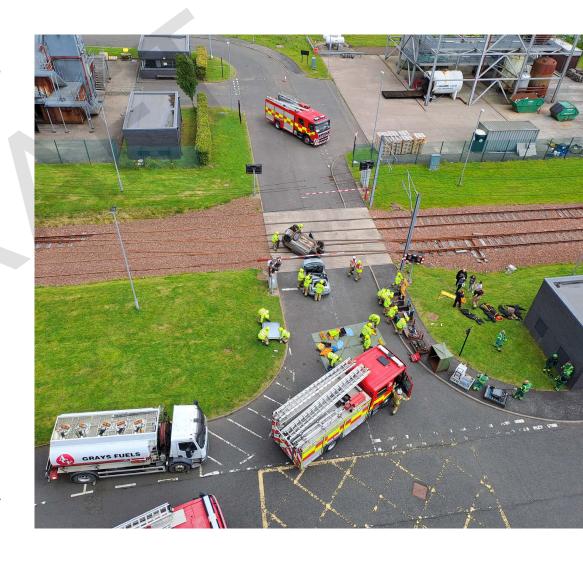
SA continue to promote near miss reporting, emphasising the importance of a positive near miss and hazard reporting culture.

SA will seek to liaise with other UK FRSs during 2025/26 to explore how they have implemented proactive initiatives to improve NM reporting.

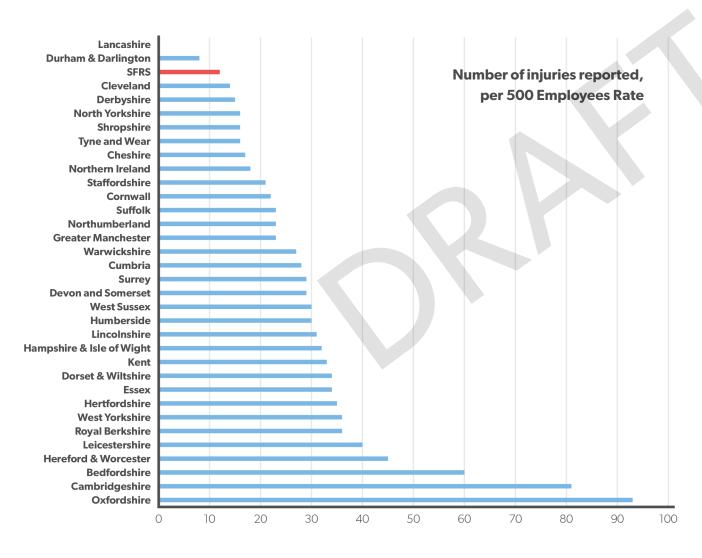
All staff affected by Acts of Violence or Injuries are reminded of the support available via SFRS Wellbeing Hub area.

We will:

Continue to liaise and engage with other UK FRS through the NFCC Health and Safety (HS) Committee, sharing areas of best practice enhancing safety UK wide.



(01/04/2024 - 31/03/2025)

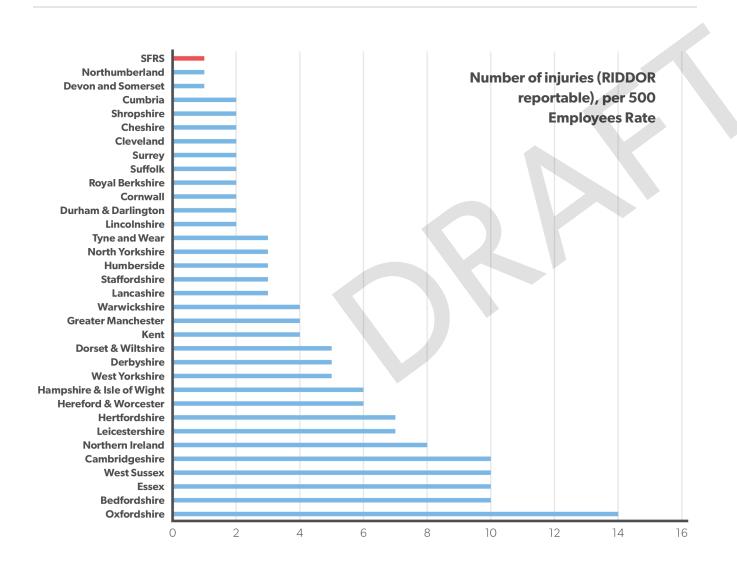


Injury and RIDDOR

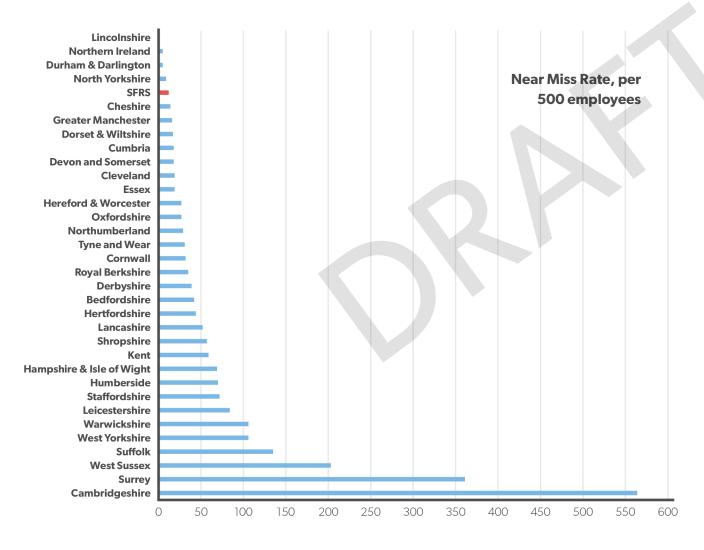
FRS continues to demonstrate a strong commitment to safety, reporting a positively low injury rate of just 12 per 500 employees. Even more notably, the service records only 1 RIDDOR-reportable incident per 500 employees, placing it firmly in the lower half of the comparison across UK FS.

These figures reflect the effectiveness of proactive safety measures, a good safety culture, and the dedication of staff across the organisation to maintaining a safe working environment.

(01/04/2024 - 31/03/2025)



(01/04/2024 - 31/03/2025)

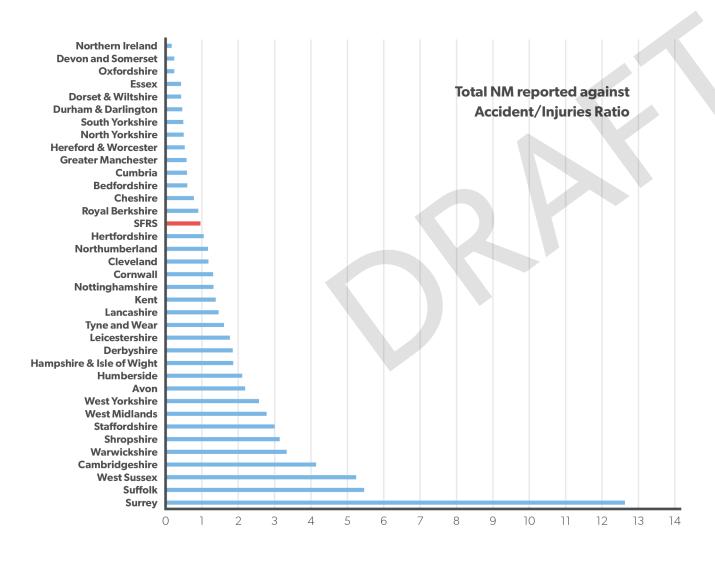


Near Miss

FRS reports a rate of 12 near misses reported per 500 employees, placing it in the lower half of the comparison across UK FS. It may indicate underreporting or poor understanding of a near miss culture. Other FS report a significantly higher figure, which may reflect stronger engagement with near miss reporting systems.

This provides an opportunity for SFRS to promote a more open reporting culture and use near miss data more effectively to enhance reporting in future communications.

(01/04/2024 - 31/03/2025)



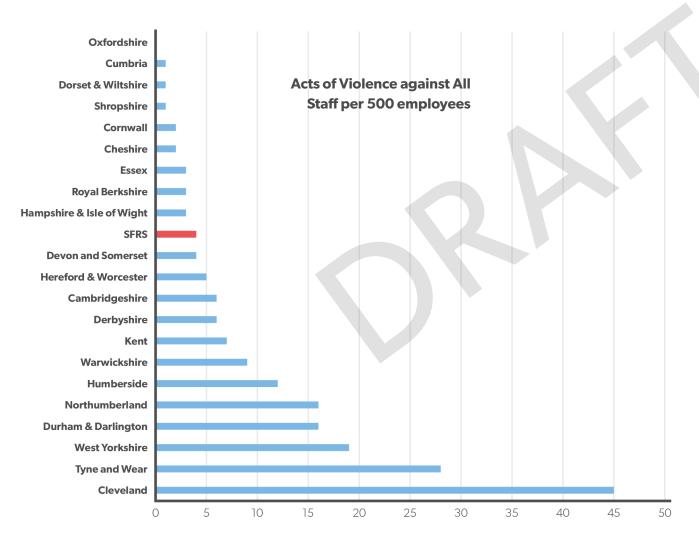
Near Miss against Accident/ Injury Ratios

he ratio frequencies are calculated by number of NMs against recorded Accident/Injury Reports. A rate ratio of 0.96 is recorded for the SFRS, meaning that for every one accident/injury that 0.96 NM is recorded.

This may suggest that while incidents are occurring, near misses may be underreported, potentially missing opportunities for early intervention and prevention and the learning of lessons.

SFRS aims for better NM reporting and will liaise with the top 3 UKFS with positive reporting for any interventions to enhance reporting.

(01/04/2024 - 31/03/2025)



All Acts of Violence

hese figures include all reports of AOV to staff including both Verbal and Physical.

SFRS reports 4 AOV per 500 employees, placing it in the lower-middle range nationally. While this is significantly below high-risk regions it still indicates that staff are being exposed to violence and that continued vigilance is needed and proactive measures to reduce the risk of violence related incidents towards staff.

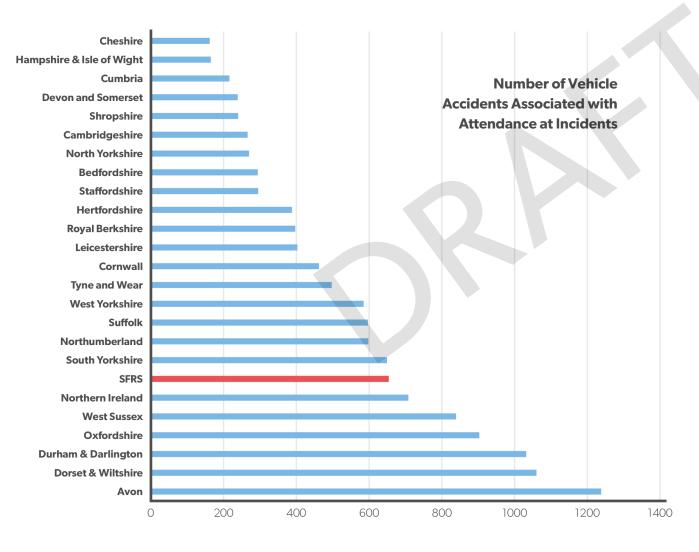
(01/04/2024 - 31/03/2025)

SFRS continue to work with Your Safety Matters which is led by Police Scotland and a multi-agency campaign, to raise awareness and ensure a safe, healthy and respectful workplace environment, free from violence and abuse.

The purpose of the group is to develop an integrated approach to address issues of violence and aggression against staff and determine any appropriate preventative measures that can be undertaken by all member organisations.



(01/04/2024 - 31/03/2025)

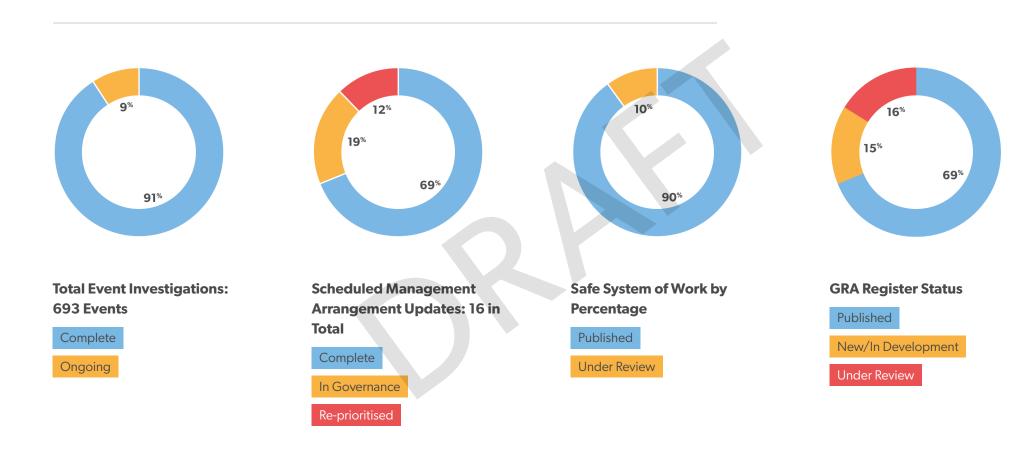


Vehicle Accidents associated with Attendance at Incidents

FRS reports 1 vehicle accident in every 654 operational incidents, placing SFRS in the lower end of the incident rate.

SFRS continue to promote safe driving through the work of the Driver Safety Group and Business Partner engagement.

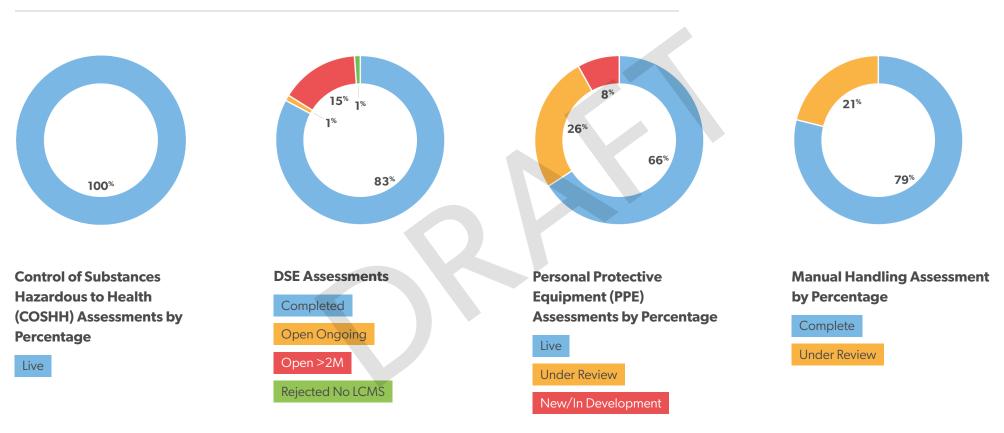
Safety and Assurance Indicators 2024/25



We will:

Continue to assess and communicate risks across SFRS, ensuring staff are equipped to identify and manage hazards effectively. Support business partners in reviewing risks and technical assessments, ensuring appropriate controls are implemented in line with Risk Assessment GANTT chart timelines.

Safety and Assurance Indicators 2024/25



We will:

SFRS continue to carry out a full review of all technical risk assessments to ensure hazards are effectively identified and controlled in line with GANTT chart timelines.

Additionally, SA will support the development of the PUWER assessment tracker to strengthen compliance monitoring.



3. Compliance

Annual Operating Plan Progress; SA Strategy; Legislative Compliance; Contaminants; and Driver Safety Group (DSG)

Annual Operating Plan (AOP)

SO6:4

Action:

Align SFRS Health and Safety Management System to ISO 45001 and seek approval for external accreditation.

Update:

It was proposed and agreed that the SFRS will align SFRS Health and Safety Management System (HSMS) to ISO45001 through business-as-usual workstreams and are no longer pursuing full accreditation at this stage.

SA have completed an ISO45001 Gap Analysis with areas of continual improvement identified. SA continue to align the HSMS to ISO45001.

SO6:5

Action:

Lead on contaminants management including horizon scanning, research reviews (UK and International) and support the development and implementation of procedures.

Update:

There has been SFRS representation UK wide contaminants conferences with information reported back to the Contaminants Group. Horizon scanning and engagement with UK scientific research and other FRS continues. SFRS Fire Contaminants Standard Operating Procedure and Fire Contaminants Management Arrangement. SFRS continues to progress with the CivTech Innovation Accelerator Programme. More information is contained within the Fire Contaminants and CivTech sections within this report.

SO6:6

Action:

Develop and publish SFRS Safety and Assurance Vision and Strategy.

Update:

SA has developed a draft Safety and Assurance Strategy 2025-28. A Training, Safety and Assurance (TSA) Workshop was held early 2025 to assist with its direction.

The strategy continues to be refined to reflect evolving organisational structures to the TSA organisational model.

SA Strategy 2022/26 - Year 3

ACTION: SA Improvement Plans are 100% complete at the end of the financial year.

UPDATE: Safety continues to be closely monitored and is priorities on the agenda at governance meetings. This year the objectives saw a renewed emphasis on safety compliance. A 98% completion rate was achieved which is the highest SFRS completion.

ACTION: SFRS will have an ISO 45001 gap analysis carried out by an accredited body.

UPDATE: Several safety courses were delivered during 2024/25 including ISO 45001 Lead Auditor training. Provision of training enabled personnel to undertake an internal gap analysis. Going forward, the auditing of our Safety and Assurance Management System (SAMS) against the requirements of ISO 45001 will provide assurances that our SMS and safety related policies, procedures, risk assessments are meeting our statutory safety requirements.

ACTION: SFRS has a documented asset design process in place that actively considers Health and Safety.

UPDATE: The PUWER process has been reviewed and updated to support end users in completing PUWERs. This enhancement ensures that all work equipment is assessed for compliance and for design suitability, operational safety, and user interaction.

ACTION: All SFRS staff are fully trained to allow tasks to be undertaken safely.

UPDATE: SFRS remains firmly committed to maintaining the highest standards of workplace safety through comprehensive training and continuous development. SA continue to support recommendations from Organisational Learning, ensuring these are embedded through in our operational practices and is continuously reinforced through updates to Learning Content Management System (LCMS), refresher training, and supporting mechanisms.



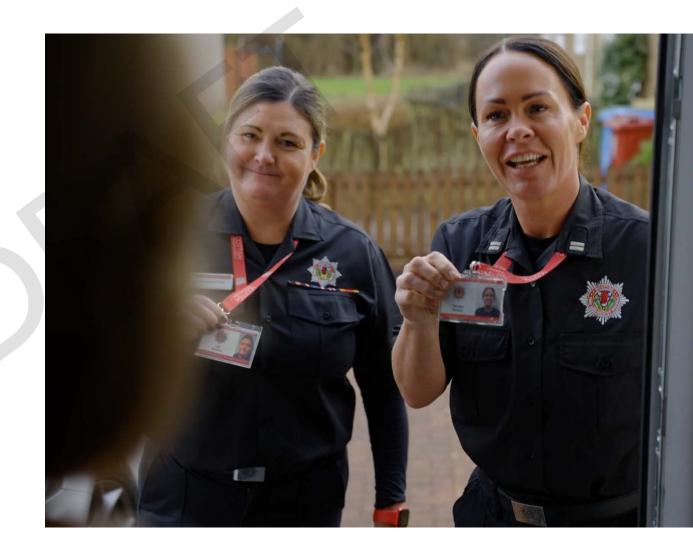
Legislative Compliance

Health and Safety Legal Register

New legislation and significant amendments are introduced in April and October each year in the UK. To reflect this, the legal register is updated each May and November. Once government guidance has been released and reviewed to support and identify forthcoming legislation and expected implications.

During this reporting year two updates were made within the register, including:

- Inclusion of Worker's Protection Act 2024.
 It places a legal duty on UK employers to proactively take reasonable steps to prevent sexual harassment in the workplace; and
- Martyn's Law 2025 also known as the Terrorism (Protection of Premise) Act 2025. This is UK law aimed at improving security and preparedness at publicly accessible locations to mitigate the risk of terrorist attacks



Legislative Compliance

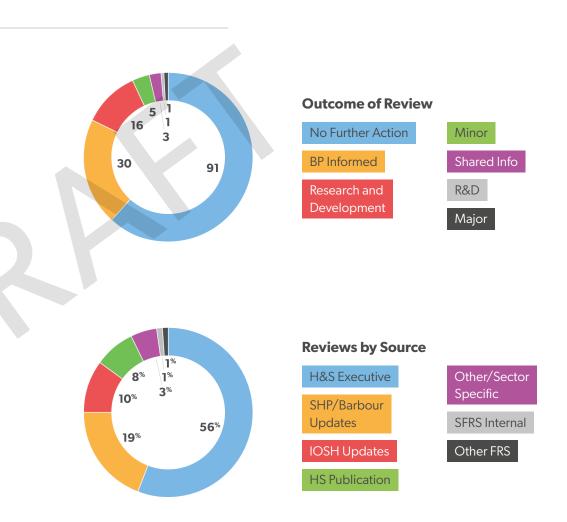
Guidance Review Register

As part of our horizon scanning process, over seven hundred guidance notifications were received and evaluated during 2024/25, leading to 700 entries in our guidance tracker.

143 entries confirmed that our arrangements are up to date and reflect best practice, providing a high level of assurance to the Service. Information received resulted in 7 identified areas for improvement in our health and safety management arrangement.

Examples of updates from the Guidance Reviews include:

- British Compressed Gases Association; Medical Oxygen in a Vehicle, leading to a review and publication of Generic Risk Assessment 028 Transportation of Breathing Apparatus Cylinders by SFRS Personnel and Safe System of Work -237 Transportation of BA Cylinders.
- Equality and human Rights: Employer 8 step guide to preventing sexual harassment at work guidance resulting in a review of Safety and Assurance documentation.



Legislative Compliance

Statutory Enforcement



HSE Improvement Notice Update

The HSE identified an improvement action for SFRS to provide adequate facilities in accordance with Workplace (Health, Safety and Welfare) Regulations 1992 within 3 stations on the Shetland Isles, specifically highlighting the challenges of having to decontaminate after a response to a fire.

As a result, the SFRS have implemented additional control measures, working with On call crews and representative bodies to further support their welfare. This consisted of three On call stations now use a Hub approach to support continued delivery of equipment testing, training and accessing facilities for post incident decontamination. This is supported through the provision of additional support vehicles, decontamination kits and improved laundry arrangements.

HMFSI Update

SA was actively overseeing the completion of the HMFSI Action Plan titled "Management of Health and Safety: An Operational Focus". In February 2025, there was one action outstanding, and the overall action plan was 95%. That remaining action was completed in May 2025 with 100% completion.

In addition, SA has contributed to and supported the ongoing HMFSI Operational Assurance in the SFRS throughout the 2024/25 period. The final report from this review is anticipated in October 2025, and SA will take responsibility for progressing and monitoring the recommendations to ensure continuous improvement in operational safety standards.

Fire Contaminants

uring 2024/25, Safety and Assurance continued to lead and support the Contaminants Group and its Sub-Group, working to reduce the risk of injury and ill health from fire contaminants exposure among all SFRS staff.

SFRS published a Fire Contaminants Management Arrangement (MA) and Standard Operating Procedure (SOP), Generic Risk Assessments, Safe Systems of Work, and Station Zoning Guidance, which embed best practices across SFRS operations and training.

To improve post-incident decontamination, SFRS procured and distributed new equipment across the Service. This included reserve PPE at 36 key locations and an online booking system for accessing the PPE. Airing racks and cages are in place at all wholetime fire stations to allow lightly contaminated PPE to air properly, while secure external storage boxes hold contaminated PPE pending laundering collection. Approximately 1,000 body wash and shampoo dispensers have been installed at fire stations and training centres to support the 'Shower Within an Hour' guidance.

Three professional washing and drying units for Breathing Apparatus (BA) sets and masks were procured by SFRS and installed at three national training centres to ensure BA sets in use at these sites are subject to enhanced decontamination post carbonaceous training.

Contaminants zoning is now in place at stations and training centres to limit the spread of fire

contaminants within SFRS premises. Each site uses a bespoke Zoning Diagram created by the CAD team and assured by the Safety and Assurance Function.

Learning and
E-Development launched
new LCMS modules on
contaminants and postincident procedures,
delivered in Quarter 2
as part of the Training for
Operational Competence
(TfOC) programme.

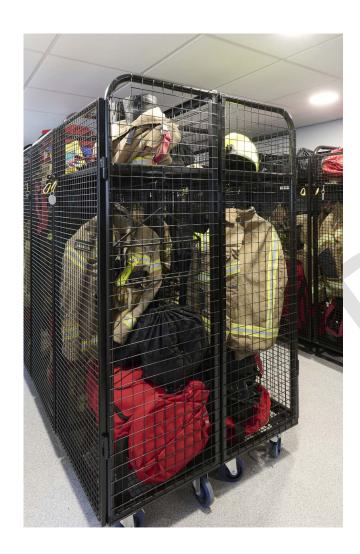
Station Zoning Plans

Purpose: To reduce the transfer of fire contaminants and secondary contamination in SFRS premises.

Implementation: 374 zoning plans were implemented in SFRS premises.



Fire Contaminants



Implementation of BA Washers: NTC Cambuslang, Newbridge and Portlethen Training sites.





CivTech Update: Overview

SFRS are working with the Scottish Government CivTech programme - a programme that brings the public, private and third sector together to create solutions that solve challenges and make people's lives better.

SFRS has been working to solve two challenges through the programme:

- How can technology be used to improve situational awareness for emergency responders, before, during and after a wide range of incidents.
- How can technology identify and measure firefighter exposure to contaminants across a wide range of incidents.

Two companies, Rowden Technologies and FireHazResearch, were successful through the various stages of the programme working with SFRS to develop their solutions to secure funding from the Scottish Government CivTech funding panel for the final stage of development which will take place over the next 12 to 24 months.

Further info on CivTech processes available here: FireHazResearch – CivTech Demo Day 10

CivTech Update

Contaminants

Through the CivTech process, FireHaz Research led by Professor Anna Stec, is developing an innovative, data-driven solution designed to assess, mitigate, and reduce firefighters' exposure to toxic contaminants. This includes advanced monitoring and assessment tools which will enhance operational safety and efficiency, providing a safer working environment for firefighters.

This system will ultimately help to protect health and wellbeing by reducing their long-term health risks, such as cancer and other occupational diseases.

As part of development, SFRS procured the following equipment and systems:

- 26 physiological monitoring sensors and vests, including software licences for the monitoring platform.
- 10 gas sensors with associated mobile phones and app integration for real-time air quality monitoring.

 100 lateral flow test kits for the detection of Pyrene metabolites in urine, supporting biological monitoring.

Initial testing has been incorporated into controlled training environments to allow structured, repeatable data collection.

The Compartment Fire Behaviour Training (CFBT) Instructors based at the SFRS National Training Centre have been the primary participants due to the predictable and scheduled nature of their live fire activities.

In March 2025, the equipment was introduced to National Training Centre CFBT instructors. This session focused on familiarisation and practice in using the devices rather than formal data collection.

The findings from these first stages are informing the on-going development on the solution and are intended to lead to a wider roll-out across SFRS in due course

Situational Awareness

For this challenge, Rowden Technologies have worked alongside SFRS employees to develop a proposal which combines their 'District' platform with a solution called Team Awareness Kit, to demonstrate a transformative innovation for SFRS, redefining how first responders and control-room employees access real-time data.

The solution is a tablet/phone-based interface for dynamic risk assessment and management that updates in real time across devices for SFRS operators, supporting improved collaboration at incidents and integrating with SFRS current technology.

The solution provides a shared picture of an incident no matter where people are located and is expected to provide improved coordination between team members in the field and sector commanders to support informed decision-making. It will also provide that shared picture of an incident that can be provided to those on route to or monitoring the incident.

Driver Safety Group (DSG)

The DSG monitors and analyses reported vehicle accidents to identify trends and, where applicable, to agree and implement additional control measures to prevent recurrence. The group has cross service representation and receives regular updates from all Directorates including Service Delivery Areas (SDA), Driver Training, Operations, and Fleet.

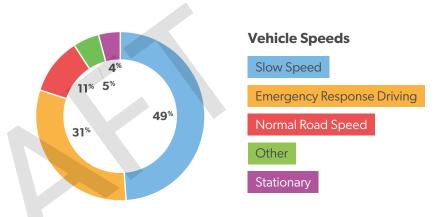
The Fleet department continues to provide updates on new vehicle specifications and legislative changes to ensure that SFRS remains legally compliant.

2024/2025 has seen the roll out of new all terrain vehicles (ATVs) and the DSG has been kept appraised of the progress of the roll out and related training.

Through consultation with our staff and representative bodies the DSG developed a Low-Speed Manoeuvre (LSM) Booklet which will be published in Q1 of 2025/2026 while the SDA's have sourced and provided equipment for on-station LSM training.

The following Safe Systems of Work have also been published:

- SSOW 239 Mobilising to Incidents and Responding to Pager
- SSOW 265 Entering and Exiting a Vehicle







4. Improvement

Directorate Summaries; Continual Improvement; and Looking Ahead

Key Achievements and Improvements

Training, Safety and Assurance (TSA)

- Tactical Advisor Development: 14 USAR, 12
 Marine, and 12 Water Incident Management
 Tactical Advisors trained, expanding national capability.
- Localised Water Rescue Training: Courses now delivered within local areas, improving local risk awareness and operational effectiveness. The Training team has collaborated with Service Delivery staff to identify waterways within their respective LSO areas. As a result, water rescue courses are now being delivered locally, enhancing crews' knowledge and situational awareness through familiarity with local risks.
- Specialist Wildfire Training: Enhanced Level 2 and technical burns training delivered to Tier 2 and Tier 3 stations, focusing on SSoW and multi-agency safety.
- Hazmat Capability & Refresher Training:
 Acquisition and refresher courses for Hazmat and DIM advisors delivered in partnership with Glasgow Scientific Services.

- Heavy Rescue Training Model Overhaul: New equipment rolled out and training decentralised across SDAs, increasing uptake and improving HR currency from 98% to 114%.
- BA & RTC Pathway Enhancements: BA competency rose from 82% to 91%; RTC acquisition process improved, and review aligned with NFCC guidance.
- Contaminant Reduction & Research: Decon training embedded; PPE upgrades, zoning, and contaminant monitoring implemented; staff contributed to national research.
- Strategic Training Initiatives: ATV, ALP, ERD, IOSH/NEBOSH training expanded; selfcompliance status improved to Gold; UK Rural Skills partnership established.
- PPE & Contaminant Control: 600 reserve
 PPE sets distributed; contaminant zoning and
 SSoW/GRA implemented; BA set cleaning
 equipment installed at key training centres.

TSA Accident Summary		
Types of Events:	Top 3 causations:	
Accident (38)NM (10)VA (7)	 Temperature Manual Handling Slips, Trips and Falls 	

- CivTech Collaboration: Supported biomonitoring project using urinalysis, wearable contaminant sensors, and an exposure tracking app.
- Smoke Curtain Training: New training package launched with Ops, H&S, and Fire Brigades Union (Update to Fire Brigades Union (FBU) instead of FBU) to enhance firefighter safety during smoke control operations.

Training, Safety and Assurance (TSA)

- **BA Recovery & Future Development:** BA competency increased from 82% to 91%; national training standard under review, with a new Business As Usual (BAU) model set for April 2026.
- ERD Re-Assessment Pilot: Localised re-assessments introduced using familiar appliances and teams to improve driver competence and efficiency.
- ATV & Trailer Training Expansion: Delivered to all 10 Tier 3 stations; supported by a new UK Rural Skills partnership to enhance programme robustness.
- ALP Operator Training: Kilmarnock and Coatbridge crews fully trained ahead of new ALP appliance deployment.
- Leadership & Compliance Improvements:
 Moved from Bronze to Gold self-compliance; 15
 IOSH and 6 NEBOSH courses delivered to 182
 managers to strengthen safety culture.

Policy and Objectives:

- Engaged with business partners on the 2024-25 Improvement Plans.
- Utilised GANTT charts to manage risk assessments.
- Enhancements to the collation and storage of personal information were undertaken, which involved a review and revision of Data Protection Impact Assessments for our health and safety management arrangements.
- ARA/DRA Storyboard developed and submitted to training function to develop.
- Management Arrangements were simplified to enhance usability and improve user experience.

Risk Management:

Station zoning for fire contaminants guidance and approval for all Stations was undertaken, and concluded to support the management of fire contaminants.

Supporting the implementation of Risk and Technical Assessments and SSoW including;

- Rope Rescue
- Training
 Fire Ground
 Technicians
- Water Rescue
 Training
- Transportation and use of Cylinders
- Offsite Training

The following papers were progressed through governance;

- ICAT V First Aid
- Face Fit Testing
 Update
- IOSH Managing Safely and Course Content
 - Noise and Vibration

- Firestorm Review
- Food Safety Compliance
- Steam Burns Trend Analysis
- PRE Trend Analysis

Training, Safety and Assurance (TSA)

Training and Communication:

- Manual Handling e-learning programme for personnel learning training, significantly refreshing and updating content to reflect current guidance, best practices, and statistical information. The following training and awareness content was delivered.
- Introduced a new Manual Handling Assessors programme of learning to enhance assessors' skills, knowledge, and understanding of this technical risk assessment. This programme supports assessors and provides them with additional guidance not found in our management arrangements.
- E-learning content continued to evolve and be updated, and introduced new learning programmes for Noise, vibration, lone working, safety signs and signals, manual handling, PUWER, and Manual Handling technical assessments.
- Commencement of the Management Development Framework Design Document drafted with future work ongoing.
- Staff awareness campaigns including Stress management, Cancer Awareness, Home Working Doesn't Have To Be Isolating Poster developed for Digital Wellbeing Month, MSK, Prostate Cancer and Stress Awareness articles.

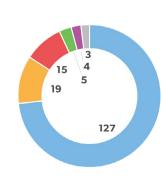


Operations

- Completed Self-Compliance forms as part of the Management Assurance (MA) process.
- Reviewed and produced Operational Technical Assessments, including:
 - Manual Handling
 - PUWER (Provision and Use of Work Equipment Regulations)
 - PPE Assessments
- Ongoing Document Conversion Project (DCP), publishing a total of 127 Equipment Information Cards including new and revised.
- Produced an evidence-based paper on Lightweight PPE, following a trend identified by Ops Assurance:
 - Reviewed by Ops FMT and DMT.
 - Next steps under consideration, potentially informing a service-wide PPE strategy.

- In collaboration with SA colleagues, developed Methods of Entry (MoE) procedures:
- Produced supporting Manuals, EICs, and completed a service-wide equipment gap analysis.
- Supported the Clinical Governance Technical Working Group:
- Contributed to governance processes and documentation.
- Helped align SFRS trauma bags with Scottish Ambulance Service (SAS) standards, including:
 - Oxygen therapy
 - Catastrophic bleed control
 - Tick removal equipment

Operations Accident Summary			
Types of Events:	Most Common Causations:		
VA (7)NM (4)Accident (2)	Impact (Stationary Object) Other		



Operations Improvements



Standard Operating Procedures

General Info Note

Urgent Instructions

Policy and Operational Guidance

Service Delivery Areas - North

- FFP3 Face-Fitting Future-Proofing
 Readiness: All Whole time and On-Call
 recruits face-fitted for FFP3 masks during initial
 training. Results are formally recorded and
 shared with Watch Commanders to ensure early
 procurement of suitable Respiratory Protection
 Equipment (RPE). Process rolled out across all
 NSDA training centres to ensure compliance,
 safety, and consistency.
- Site-Specific Information (SSI) Trial: New system trialled using Getac tablets to store and access Operational Intelligence for derelict/domestic properties. Led by CAT and Ops teams, improving risk awareness, tactical planning, and firefighter/public safety. Results will inform a national model for SSI management.
- Manual Handling Awareness: NSDAwide briefing issued following increased musculoskeletal injuries. Reinforced correct manual handling practices and incident reporting to reduce harm and identify learning.

- Bonfire Period Engagement: Targeted Q3 briefings improved awareness, preparedness, and public engagement. Resulted in a 44% reduction in verbal and physical attacks on staff.
- Equipment & Safety Campaigns: BA cylinder test date checks highlighted via EIC update after Think, Act, Stay Safe (TASS) event. Service-wide awareness raised; reinforced the importance of near miss and safety event reporting.
- BA & Driver Training Developments: BA competency increased from 82% to 91%; review underway ahead of 2026 BAU training model. ERD re-assessment pilot launched; ALP and ATV training delivered to support specialist operations.
- Contaminant Control Measures in WIOS:
 Strategic decontamination support introduced for remote stations lacking shower facilities.
 Stocked post-fire kits and decontamination equipment deployed to designated locations.
 Future plans include issuing personal post-fire kits for affected crews.

North Accident Summary			
Types of Events:	Most Common Causations:		
NM (55)VA (45)Accident (34)	 Impact (Moving Objects) Slips, Trips and Falls Manual Handling 		

Service Delivery Areas - East

- Conical Strainers Incorrect Fitting
 Identified: TASS event revealed water failure
 due to incorrectly fitted conical strainers across
 multiple SDAs. National check confirmed
 widespread issue. Service wide Urgent
 Instruction (UI) issued and reassurance from
 manufacturer requested.
- BA Set Testing Compliance Issues: Audits in City of Edinburgh showed BA sets not consistently tested at shift start. Gaps found in PIFM logbook entries and out-of-date spare cylinders at three stations. Communications sent out to adhere to BA EIC, which staff are reminded to comply with.
- Low Speed Manoeuvres Risk Reduction
 Measures: Rise in incidents prompted ESAIG led response: Staff engagement, training
 improvements, and 20 new training sets
 purchased in partnership with Arco. Cross department assurance focus now embedded.
- Breathing Apparatus Support Unit (BASU) –
 ESDA: BASU introduced at Galashiels to support new Fire Contaminants SOP. Reduces appliance

- movements, fuel costs, and emissions while improving firefighter safety and BA servicing access. Increased RIDDOR understanding and national consistency in learning.
- Interim Vehicle Acceptance Checks –
 MELSB/CoE: New process implemented
 following TASS near miss (unroadworthy vehicle
 returned from workshop). Formal handover
 procedure recommended; EIC and driver
 handbook updates in progress.
- TASS Supervisory Manager Training CFS:
 New package introduced to address early-stage TASS mismanagement. Focus areas: safety culture, investigation process, support tools, interactive scenarios. Delivered during Supervisory Officer development sessions.
- TASS Reporting Support Tools: All CFS
 appliances now have laminated OIC checklists
 for incident reporting. Evaluation underway;
 rollout planned across ESDA and nationally via
 Safety & Assurance Sub Group.

Expected Outcomes Across All Areas:
 Improved accuracy and quality of TASS reports.
 Greater confidence in reporting and stronger safety culture.

East Accident Summary		
Types of Events:	Most Common Causations:	
NM (56)VA (56)Accident (49)	 Impact (Stationary Object) Slips, Trips and Falls Manual Handling 	

Service Delivery Areas - West

- Face Fit Testing & Fire Contaminants
 Management: Face Fit Testing completed
 across all duty systems in CoG, Lanarkshire, and
 EWDAB, overcoming geographic and logistical
 challenges.
- Fire Contaminant Zoning: implemented at all stations, including remote and island communities.
- All Contaminant Risk Assessments
 completed: SOPs embedded through staff
 engagement and resource provision. Additional
 contaminated PPE boxes requested to support
 laundry procedures.
- Low Speed Manoeuvre (LSM) Reduction:
 LSM-specific training delivered across areas,
 including 10-day programme at Cowcaddens.
- 15% decrease in LSM incidents in EWDAB; national rollout of Lanarkshire pilot has improved process consistency. Appraisal processes now include LSM performance objectives.

- TASS Improvements & Learning: TASS
 training delivered to all CoG supervisory officers
 via MS Teams. Interim vehicle acceptance
 checks adopted post-TASS near miss, improving
 safety and accountability.
- Leadership, Engagement & Culture: SALOs in West SDA maintain active involvement in Safety & Assurance Improvement Group (SAIG). Staff demonstrated exceptional commitment in delivering key programmes under tight timeframes and challenging conditions.
- New SSoW 275 Trailer Coupling/
 Uncoupling implemented following CoG TASS
 event. Interim audits conducted (Q4) to address
 issues from Conical Strainers, Getac Batteries,
 and EIC usage.
- Audit & Assurance: 2024/25 Station Audits completed in CoG with all actions closed.
- Quarterly Thematic Audit Programme
 launched in EWDAB; Q1 focused on EIC usage
 and appraisal consistency. Early signs show
 increased awareness and preparedness at
 station level.

- Training & Operational Readiness: MSF
 4-pump scenario programme launched in CoG
 to support Command development.
- Specific Risk Assessment Register: created in Lanarkshire for community training sites, available to all SFRS crews.

West Accident Summary		
Types of Events:	Most Common Causations:	
VA (87)NM (55)Accident (43)	 Impact (Moving Objects) Manual Handling Temperature 	

Key Achievements and Improvements

Financial and Contractual Services (FCS)

Finance and DaTS

Ongoing Safety & Assurance Engagement

- Regular participation in SAIG meetings with the Safety Advisor.
- Health & Safety remained a standing item at all management team meetings.
- Health & Safety Improvement Plan (HSIP) used to track progress and guide decisions.
- 100% of HSIP actions completed by both Finance and DaTS.

DaTS Handbook Review

- ICT Handbook fully reviewed and transitioned to a digital format.
- Updates included Handbook Overview,
 Briefing Paper, Risk Assessments, 16 SSoWs,
 and revised PPE Assessment.

Remote Working & Staff Wellbeing

- Managers maintained regular contact with remote staff via MS Teams.
- Continued emphasis on health, safety, and wellbeing for home workers.
- Staff supported through Office Handbook guidance on safe remote working.

Recognition

 Achieved Gold Award for Self-Compliance Support Review.

FCS Accident Summary		
Types of Events:	Most Common Causations:	
Accident (10)VA (5)	 Impact (Stationary object) Slips, Trips and Falls Human Error 	

Key Achievements and Improvements

Financial and Contractual Services (FCS)

Assets

Health & Safety Management

- Continued positive progress across FCS, with active collaboration between internal and external partners (e.g. Police Scotland, SAS, Scottish Government, suppliers).
- Health & Safety remains integral to all Asset Management activities.

Fleet Modernisation

- Deployment of new appliances supporting firefighter decontamination (e.g. wipe-clean surfaces, hand-wash facilities).
- Fleet upgrades include:
 - 2 new ALPs for enhanced rescue capabilities.
 - 6 Iveco Eurocargo Medium Rescue Pumps.
 - 12 Iveco Daily Light Pump Units for volunteer support.
 - 30 Scania 18T chassis cabs pending conversion to Rescue Pumps.

- 39 Kia Niro EVs (plus 13 leased) for carbon reduction.
- 4 4x4 Wildfire Support Units.
- 16 Mercedes eVito and 3 eCitan vans.
- 11 Ford Rangers for rural/off-road use.

Equipment Improvements

- New Tier 1 & 2 SWAH kits aligned with SFRS strategy.
- Ongoing Holmatro Hydraulic Rescue Equipment (HRE) replacement, new TICs, smoke curtains, Wildfire PPE.
- Standardised medical oxygen and introduced pulse oximeters.
- Contaminant control: 2000 reserve PPE sets available across the service, SCBA cleaning units at three national training sites, airing rails/ cages at stations, and body/hair wash supplies made available.

Property Enhancements

- RAAC remediation at Galashiels; planning in place for Dalkeith and Liberton replacements.
- Reconfiguration of stations (e.g. Dingwall, Galashiels, Newcraighall) for improved facilities and contamination control.
- Training site upgrades: 7 CBFT unit replacements and Structural Collapse simulator under development at NTC.

Governance & Strategic Planning

- Strategic Asset Management Plans in place for Fleet, Equipment, Property, and Training.
- 10-year risk-based investment strategy aligned with condition, risk, and operational needs.
- Annual Asset Management progress updates delivered.
- Corporate office review completed to identify space savings and co-location opportunities.
- Community Resilience Hubs Outline Business
 Case submitted to Scottish Government.

Key Achievements and Improvements

People

People Improvements

- Developed Specific Risk Assessment and Safe System of Work for Randex Filing Cabinets.
- Reviewed Wellbeing Handbook, two General Risk Assessments, and associated Safe Systems of Work (completion due October 2024).
- Successfully delivered the Career Ready Programme across 2024/25.
- Provided Talent input to the first national and North SDA Women in the Fire Service Events.
- Led the implementation of a Multi-Agency Emergency Services Event in collaboration with Police Scotland and SAS.
- Collaborated on the integration of hazard perception into recruitment processes.
- Delivered "People Management Essentials" training to 233 supervisory managers as part of the SFRS Management Development Framework.
- Established a working group to plan post-Day 1
 Management Development content (including
 TSA, Prevention, and Mental Health/Lifelines).

- Continued delivery and support of the Lifelines programme across the Service.
- Partnered with Collective Learning and Union Learning to widen access to lifelong learning opportunities.
- Conducted analysis of SFRS Colleague Experience Survey results to inform future improvements.
- Launched the SFRS Confidential Reporting Line to support transparency and staff voice.
- Supported early stages of HMFSI Culture Review (Volume 1).
- Ongoing contribution to the Strategic Service Review Programme, enhancing alignment with risk and demand across Scotland.
- Created, reviewed, and implemented policies that reinforce a culture of health, wellbeing, and safety Service-wide.

Key Achievements and Improvements

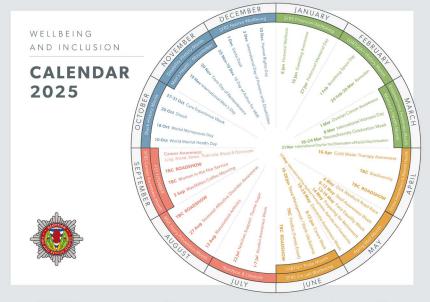
Wellbeing

Over 190 Wellbeing Champions in SFRS to support colleagues.

- SFRS continues to strengthen its approach to staff wellbeing through ongoing review and enhancement of the Wellbeing Management System and associated documentation.
- Inducted three new Wellbeing Champions, including representatives with a veterans' focus, further strengthening SFRS's commitment to the Armed Forces community.
- Supported by the Ministry of Defence Gold Employer Recognition Award, reflecting ongoing veteran engagement and support.
- Completed the review of the Post-Incident Support Process, enhancing wellbeing surveillance for Operations Control, Fire Investigation, and ISAR personnel.
- Delivered wellbeing content at the Women in the Service Event, promoting inclusive health support.

- Continued support for the Firefighters Charity, including implementation of the FireRox event and ongoing involvement in the Santa Dash.
- Developed and approved the 2025 Wellbeing Calendar following evaluation, aligning initiatives with service-wide needs.
- Action plan implemented in response to the approved HMFSI Wellbeing Report, with progress tracking in place.
- Established a short-life working group to explore enhanced support for employees transitioning to retirement and post-service life.
- of Mental Health,
 Contaminants Awareness,
 and Musculoskeletal Injury
 Prevention roadshows
 across all SDAs.

- Ongoing wellbeing and ergonomic support for Operations Control personnel, including workstation assessments.
- Participated in the NFCC Menopause
 Conference, engaging with other UK fire services to benchmark and share best practices.



Key Achievements and Improvements

Wellbeing



The first ever FireRox Charity Challenge on 21 September 2024. This event saw SFRS colleagues take on a firefighting-themed Hyrox style workout challenge in aid of The Fire Fighters Charity.

(Photo credit: SFRS Station Commander Gordon Curran).



Over 200 participants dressed as Santa took part in a charity race to support the Fire Fighters Charity.

The festive fun run, held at our Cambuslang site, the five-kilometre race was completed by colleagues from across the Service, including families and children, raising over £3,500.

Key Achievements and Improvements

Portfolio Office



Portfolio Office Accident Summary		
Types of Events:	Top causations:	
Accident (1)VA (1)	 Slips, Trips and Falls Hit Something Fixed or Stationary 	

- Active participation in the Service's overarching Health and Safety Management Structure.
- Provision of local leadership and oversight through the Safety and Assurance Subgroup (SAIG).
- Ongoing delivery of the Local Health and Safety Improvement Plan to uphold and enhance staff safety standards.
- Achieved and maintained the Health and Safety Gold Standard for five consecutive years (2 years – Portfolio Office; 3 years – Service Development).

Key Achievements and Improvements

Prevention



- Collaborated with Representative Bodies to develop and implement Safe Systems of Work (SSoW) and Generic Risk Assessments (GRAs) aligned to the Safer Homes strategy, ensuring safety of staff, partners, and the public.
- Established a Wellbeing Group within PPP to foster a supportive team culture:
- Increased the number of Wellbeing Champions.
- Promoted access to wellbeing resources.
- Launched a Wellbeing Newsletter to improve communication and awareness.
- Fire Safety Enforcement team achieved a Gold Award in their Self Compliance Review.
- Following the PPP Self Compliance Assessment, SAIG identified gaps in DSE assessments for dual work locations (office/home):
- Reviewed data and implemented assessments for all affected staff.

Prevention Accident Summary		
Types of Events:	Top causations:	
VA (5)Accident (2)AoV (1)	 Hit Something Fixed or Stationary Temperature Verbal Assault 	

Key Achievements and Improvements

Strategic Planning, Performance and Communication



SPPC Accident Summary		
Types of Events:	Top causations:	
AoV (2)Accident (1)	Verbal Assault Impact (Stationary Object)	

- Quarterly reporting conducted using the Health and Safety Tracker to monitor progress and ensure ongoing compliance.
- In 2024/25, a new fire evacuation system was implemented at National Headquarters (Cambuslang):
 - Introduced a more robust sign-in/sign-out process.
 - Enhanced the accuracy and safety of roll call procedures during evacuations.

SA Improvements

- ISO45001 Gap Analysis and Maturity Model under development identifying areas of improvement
- Produced papers on 4 Action Notes from NFCC
- Produced papers on 5 Information Notes from NFCC
- MV Ultravirtue Case Study from Learning at incidents.
- Low Speed Manoeuvre Booklet created and approved for awareness.
- Future planning of E-Safety and Assurance Management System.
- TASS Hazard reporting module went live following presentations at all Safety and Assurance Groups.

Support Reviews

Support Reviews provide assurance that SFRS requirements are met, and in addition to supports legal compliance.

The aim is to promote and share areas of best practice or highlight where improvements can be made to allow standardisation throughout the service.

A sample of the following topics were undertaken:

- Self Compliance; and
- Safety and Assurance Improvement Groups

As a result of the SRs areas of national learning have been identified and continue to be addressed through various workstreams such as the ongoing review and update of the Safety and Assurance Engagement and Governance MA.



Support Reviews



Gold

Silver

Bronze

No Award

(Operational Assurance)

2024/25 Service Delivery completed the Station Audit process utilising the Operational Assurance Reporting and Recoding System (OARRS).

- North Service Delivery Area 78 audits completed;
- East Service Delivery Area 31 audits completed; and
- West Service Delivery Area 110 Audits completed.

Actions continue to be monitored where significant improvement is required, and where minor areas of improvement was identified these actions continue to be actioned at local level.



Operational Assurance have published 4 Frontline Updates

- Renewable Energy Technologies
- Near Miss Reporting
- Carbon Monoxide
- Breadalbane Street

The purpose of these updates is to provide staff with an overview of the challenges and hazards associated to increase knowledge and share learning across the Service.





Continual Improvement

(Organisational Learning Group)

Since the implementation of the reformed Operational Learning Group (OLG) meetings, risk owners have continued to actively manage and address recommendations from a variety of sources. The OLG tracker is a real-time dashboard. This live system enables risk owners to input updates directly, upload evidence of completion, and support informed decision-making and closure of actions during OLG meetings.

The dashboard provides key stakeholders with immediate access to live data, facilitating the identification of trends, monitoring of progress, and promotion of shared learning across the organisation. This has significantly contributed to the continuous improvement of health and safety practices across the organisation.

The dashboard has recorded a total of 551 recommendations, of which 363 have been completed. Risk owners remain engaged and committed to progressing the remaining actions.

In the 2024–25 reporting year, over 100 new recommendations were added to the dashboard, reflecting the ongoing efforts of the Safety and Assurance Team. Their dedication and proactive approach have been instrumental in driving forward improvements and embedding lessons learned across the organisation.

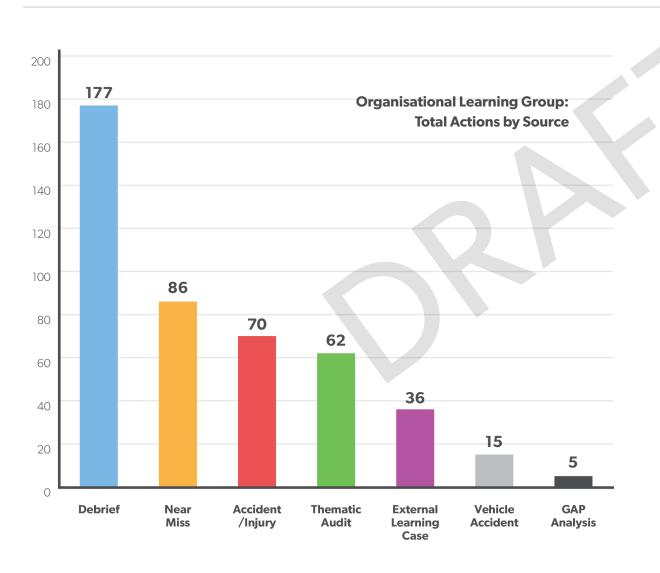
Given the nature of our services, a substantial proportion of actions fall under the remit of the Operations Directorate. Their continued efforts to prioritise and address these actions are acknowledged and appreciated.

Examples of Completed Actions and Progression:

 The Driver Safety Group conducted a comprehensive review of Appendix H of the Driver Handbook. This update was initiated in response to a significant event, ensuring the content remains current and aligned with best practices.

- The Asbestos Safe Operating Procedure
 was thoroughly reviewed and updated. In
 addition, a corresponding Learning Content
 Management System (LCMS) module was
 developed and successfully completed by all
 operational staff based at TfOC.
- Personal Flotation Devices (PFDs) were procured and standardised in accordance with Swift Water Rescue operational requirements, enhancing safety and compliance during waterrelated incidents.
- The Generic Risk Assessment (GRA), Safe Systems of Work (SSoW), and Provision and Use of Work Equipment Regulations (PUWER) assessments for All-Terrain Vehicles (ATVs) were reviewed and formally published. Relevant personnel have since undertaken and completed the required ATV training.

(Organisational Learning Group)



(Organisational Learning Group)

Significant Event Summary

The SFRS carried out a total of 3 Investigations in 2024-25;

Inverness Road Traffic Collision (RTC)

Description: On route to an incident involving a large animal rescue, a fire appliance lost traction on the road and was involved in a collision with a commercial van.

Outcome: Following the investigation, 8 recommendations were made.

Brechin Wall Collapse

Description: Whilst undertaking firefighting operations at a blaze in an abandoned building / fire in a derelict building. A near miss occurred when a wall collapsed, narrowly missing the firefighters.

Outcome: This investigation is ongoing through relevant governance routes. Any recommendations will be progressed to the OLG.

Selkirk Burn Injury

Description: During the initial stages of an incident, two Firefighters in Breathing Apparatus received injuries whilst in the process of carrying out a casualty rescue resulting in minor burns reported.

Outcome: This investigation is ongoing through relevant governance routes. Any recommendations will be progressed to the OLG.

Ongoing Jenners Fire Investigation

Investigation is ongoing and any risk critical findings are being actioned as a priority.



Looking Ahead

As we look ahead, the Safety and Assurance (SA) Directorate will continue to strengthen its strategic direction and vision, aligning our efforts with key organisational priorities and emerging risks.

A key area of development will be the full integration of our Health and Wellbeing department into the directorate. This will foster stronger cross-functional collaboration, enhance the effectiveness of occupational health monitoring, and improve the measurement and reporting of health outcomes.

We will also maintain our proactive role in addressing fire contaminants, continuing to engage with national working groups and drawing on the latest research from academic and industry experts. This ensures our practices remain evidence-based and aligned with sector-leading standards.

We will progress the recommendations on publication of His Majesties Fire Service Inspectorate inspection of SFRS Operational Assurance processes. While continuing to improve our approach toward Safety Assurance and the development of our structure/approach toward Training Assurance, working closely with colleagues within the Training Function.

Our commitment to continuous improvement remains through our Organisational Learning arrangements, we will further enhance our management systems to ensure risks are effectively identified, assessed, evidenced and mitigated.

We are dedicated to strengthening our approach toward performance communication and engagement strategies. By ensuring our workforce performs to the highest safety standards and remains well-informed and actively involved in safety matters, we aim to build a more resilient, knowledgeable, and safety-conscious organisation.

For further information of enquiries please contact sfrs.healthandsafety@firescotland.gov.uk

Our goal is to ensure that our people are safe, healthy and protected from risks they are faced with whilst carrying out their work activities.

The continued focus on safety relies on application of the SFRS values; teamwork, respect, innovation and safety.









We sincerely thank all employees for continually contributing to the health, safety and wellbeing of our people and creating a Safer Scotland.



The following glossary is an alphabetical list of terms and/or abbreviations contained within the report with their corresponding meanings or explanations.

Accident/Injury Rate: The total number of reported Accidents/Injuries divided by total number of employees multiplied by 1,000 to give the accident injury rate per employee

ALP: Aerial Ladder Platform Power

AoV: Acts of Violence

ATV: All-terrain Vehicle

BA: Breathing Apparatus

BAU: Business as Usual

COSHH: Control of Substances Hazardous to

Health

DCP: Document Conversion Project

DSG: Drivers Safety Group

FBU: Fire Brigades Union

FCS: Fleet and Contractual Services

GANTT: A graphical representation of activity

against time

GRA: Generic Risk Assessment

HRE: Hydraulic Rescue Equipment

HS: Health and Safety

HSE: Health and Safety Executive

KPI: Key Performance Indicators

LCMS: Learning Content Management System

LSM: low-speed manoeuvres

LSO: Local Senior Officer

MA: Management Arrangement

MSK: Musculoskeletal – Referring to the musculoskeletal system including bones, ligaments, muscles, tendons, nerves and

other connective tissues

NFCC: National Fire Chiefs Council

NM: Near Miss

v1d AH DRAFT

OARRS: Operational Assurance Recording and

Reporting System

OLG: Organisational Learning Group

People: People Directorate

PPE: Personal Protective Equipment

Prevention: Prevention Directorate





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