



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 24 FEBRUARY 2026 @ 1000 HRS

**CONFERENCE ROOM, ARDROSSAN FIRE STATION,
MONTGOMERIE STREET, ARDROSSAN, KA22 8HW / VIRTUAL (MS TEAMS)**

PRESENT:

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

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

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Jonathan Henderson (JH)	Assistant Chief Officer, Director of Prevention
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
John Joyce (JJ)	HMFSI
Kevin Murphy (KM)	Area Commander, Local Senior Officer East, North and South Ayrshire
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 9.1 only)
Ally Cameron (AC)	Area Commander, Deputy Head of Safety & Assurance (Item 11 only)
David Johnston (DJ)	Risk and Audit Manager (Item 12 only)
Mhairi Wylie (MW)	Chair of the Board
Chris Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	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. The Chair thanked LSO Murphy for hosting the meeting.

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 Robert Scott, HMFSI

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

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

4 DECLARATION OF INTERESTS

4.1 For transparency, the following declarations were made:

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- Angiolina Foster, Trustee of Playlist for Life (Item 7) and former Chair of Public Health Scotland (Item 10)

4.2 No further declarations of interests were made.

5 MINUTES OF PREVIOUS MEETING: 25 NOVEMBER 2025

5.1 Public Meeting: 25 November 2025

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

Matters Arising

5.2 There were no matters arising.

5.2.1

The minutes of the meeting held on 25 November 2025 were approved as a true record of the meeting.

5.3

6 ACTION LOG

6.1 The Committee considered the action log, noted the updates and agreed the closure of the action.

Action 11.6 Risk Report Update (25/11/2025): New format of risk report would be presented at today's meeting for review along with a demonstration of the Power BI dashboard.

6.2 **The Committee noted the updated Action Log and approved the removal of the completed action.**

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 quarter November 2025 to February 2026, albeit some issues may precede and extend beyond this period.

7.2 In regard to the range of training exercises carried out, the Committee queried how these were identified, analysed and learning operationalised. CMcG provided an overview of the structured approach, how operational learning was captured and progressed through the Safety Assurance Improvement Group, Operational Competency Strategy Group, and nationally through the NFCC. CMcG noted that local risks were identified and addressed through operational intelligence and training systems. CMcG commented on the challenges of using external sites for exercises due to health and safety requirements.

7.3 In regard to unannounced station visits, KM provided an overview of the process introduced within the Ayrshire area. The robust audits were scored, recorded and improvement actions identified. AW advised that the move to unannounced audits were to capture the true reflection of the standards within stations at any time. The Committee requested that, once available, the consolidated thematic station audit report be submitted to a future meeting.

ACTION: CMcG

7.4 In regards to the Welfare Strategy and in particular wildfire preparedness, the Committee sought clarity on progress and timescales. JH provided an update on development of the strategy, highlighting the work at local, national, and UK levels. JH noted his continued engagement with Scottish Government and parliamentary round tables. JH commented on the wide array of different elements that pertain to welfare, including vehicles, decontamination and on/off site facilities, etc and that these measures continued to evolve.

7.5

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In regard to clinical governance, the Committee were reminded that an annual report would be brought to a future meeting (September 2026).

7.6

In regard to partnership activities and evidencing their impact, it was noted that this was tracked through local scrutiny and community planning forums. JH commented on the development of a Year End Prevention report which would include partnership activity data. The Committee were reminded that an Annual Partnership report was also presented to the Board and this helped to highlight and understand the impact of these activities.

7.7

In regard to NFCC MTA quality assurance, JH explained that the NFCC quality assurance processes were in place. However, the Service's approach to MTA differed to other services. JH commented on the benefits of the NFCC's involvement and continuing engagement with them. DF noted that the Service has an MTA model in place and that this related to the quality assurance process. DF to discuss further outwith the meeting.

7.8

DF provided the Committee with a brief history and explanation of the fixed asset on the River Clyde. Further discussion to be held off table.

7.9

In regard to the format of the high rise leaflets, JH noted that these were in English with a QR code to a translation service. JH further noted that local engagement would help to highlight any specific issues.

7.10

In regard to On Call to wholetime migration courses, CMcG advised that these were based on demand with 5 to 12 participants on each with approximately 50 participants over the 7 courses completed.

7.11

Brief discussion on the positive feedback from NFCC workshop and how the Service compared with other fire and rescue services.

7.12

The Committee scrutinised the report with assurance as reasonable.

7.2 Local Senior Officer (LSO) Performance Overview

7.2.1

KM provided an overview of East, North and South Ayrshire (ENSA) LSO area, including operational structure, estate investment, recruitment, leadership development and collaboration with local authorities. The following key areas were highlighted:

- Background of historical headquarters, fire station and shared occupation with Scottish Ambulance Service, major events and local risks within the area.
- Mixture of operational structures across the area which included wholetime, On-Call, and volunteer stations.
- Recent restructure of responsibilities to streamline structure, references and develop/upskill officer cadre. Ethos to promote high standards, efficiency, compliance, continuous improvement and reduce risk.
- Recent and ongoing capital investment in Kilmarnock Fire station, other facilities and fleet.
- ENSA incorporates 3 Local Authorities, noting good relationships, challenges, levels of scrutiny, low incident numbers due to prevention/education work.
- North Ayrshire had been identified as a Marmot (Collaboration for Health Equity in Scotland (CHES) Partnership) pilot area.
- Improved links with the Training, Safety and Assurance team following their relocation into the national structure.
- Notable challenges included OI reporting, FARDAP issues, HFSV app not working fully, lack of driving courses, etc.
- Improvements to On-Call recruitment including quarterly recruitment events to generate and maintain interest.
- Promotion of leadership and culture through a programme of events/sessions to improve organisational awareness, confidence and performance.

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- 7.2.2 The Committee noted and thanked KM for his presentation.
- 7.2.3 In regard to the 3 local authorities, KM noted that each authority had different priorities however, his focus remained on SFRS priorities and maintaining good relationships. Prevention work continues to be delivered across all local communities and the Service were open to Local Authorities proposing new opportunities to make a difference.
- 7.2.4 In regard to On Call recruitment, KM noted that it was still too early to evidence the benefits of the flexible contract and noted the increase in dual contracts.
- 7.2.5 In regard to leadership and culture, KM provided a brief overview of the areas covered within the sessions and noted the positive culture shift and increased engagement.
- 7.2.6 Following the meeting, the Committee would have an opportunity to engage with KM, the LSO management team and station personnel.
- 7.2.7 **The Committee noted the verbal update.**

8 INSPECTIONS/AUDITS

8.1 UPDATE FROM HM FIRE SERVICE INSPECTORATE

- 8.1.1 JJ presented the report to the Committee to provide an update on HMFSI inspection and reporting activity. The following key points were highlighted:
- Fieldwork had commenced for the Organisational Culture Volume 2 inspection.
 - Focussed review of the Commonwealth Games inspection update.
- 8.1.2 **The Committee noted the report.**

8.2 HMFSI Inspection Action Plan Update

- 8.2.1 RW presented the Committee with an update report on HMFSI inspection action plans for scrutiny. The following key points were highlighted:
- West Service Delivery Area (WSDA) action plan was reporting Green, 90% completion with 7 live actions.
 - North Service Delivery Area (NSDA) action plan was currently in development.
 - Operational Assurance action plan had been finalised and approved by Strategic Leadership Team.
- 8.2.2 In regard to the WSDA action plan, RW to provide an update on Action 3 relating to risk weighting methodology outwith the meeting.
- 8.2.3 **The Committee scrutinised the report with assurance as substantial.**

*(Meeting broke at 1125 hrs and reconvened 1135 hrs)
(C Fitzpatrick joined the meeting at 1135 hrs)*

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 Quarterly Performance Report for Q3 2025-26

- 9.1.1 The Chair advised that the report would be taken as read by the Committee members and subsequently moved straight to questions.
- 9.1.2 It was noted that an advance question had been submitted relating to levels of assurance that could be taken on the data being presented due to manual work around measures being used. The Committee also queried the level of due diligence undertaken internally prior to any migration between systems and within projects. CF commented on the challenges and improvements being made and provided an update on the response provided to the advance question.

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- 9.1.3 The Committee noted their concerns on internal processes, continuity and due diligence in relation to changes of systems/data sources. SO'D would consider the Committee's concerns and seek to provide assurances.
- 9.1.4 The Committee noted that overall, the performance levels were good and personnel should be given credit for this.
- 9.1.5 In regard to KPI 16 (On Call 1st Appliance Availability), the Committee noted that this continued to decline. DF reminded the Committee that the benefits of flexible contracts had yet to be seen and the challenges of availability during the day. DF noted the work of the On Call Improvement Programme to identify areas of improvement.
- 9.1.6 CF advised the Committee that the new PMF would be in place for Quarter 1 reporting and work was ongoing to ensure that the data was accurate. SO'D noted that the scheduling of meetings would ensure that the reports would progress from Executive Level onto Committees/Board. SO'D advised that the finalised PMF would be submitted to the Board on 26 March 2026.
- 9.1.7 In regard to KPI 21 (Unwanted Fire Alarm Signals), JH confirmed that this had plateaued and noted the potential for further restrictions or measures, ie cost recovery, that could be put in place.
- 9.1.8 In regard to KPI 20 (hydrant inspections), JH confirmed the frequency of inspections (3 yearly) and lead by local operational intelligence. Benchmarking is available for the NFCC Water Supplies guidance and relates to the inspection schedule.
- 9.1.9 **The Committee scrutinised the report with assurance as reasonable.**

(C Fitzpatrick left the meeting at 1204 hrs.)

10 **COLLABORATION FOR HEALTH EQUITY PILOTS**

- 10.1 JH and KM presented the report providing an update on the ongoing Collaboration for Health Equity in Scotland (CHES) Partnership pilots. The following key points were highlighted:
- 10.2 JH outlined ongoing national discussions with public health leaders and local implementation in Aberdeen, North Ayrshire and South Lanarkshire, where the Service was participating in the Marmot initiative.
- 10.3 KM highlighted the work ongoing with the North Ayrshire area including regular steering group meetings and the alignment of Service prevention work. KM noted that the initiative was at an early stage, the varying approaches across local authorities and the efforts being taken to clarify objectives and what contributions the Service could make.
- 10.4 Discussion took place on the importance of sharing best practice nationally, leadership development and the Service's continued contribution to the wider community health outcomes.
- 10.5 The Committee welcomed the update and noted the potential for a further update to be included within the Year End Prevention report.
- 10.6 **This report was provided for information only with assurance as reasonable.**

(A Cameron joined the meeting at 1220 hrs)

11 **ORGANISATIONAL LEARNING – WILDFIRES 2025 SEASON**

- 11.1 CMcG introduced AC who presented the report to Committee with an overview of organisational learning from the 2025 wildfire season. The following key points were highlighted:
- Key impacts, themes and analysis and organisational learning.
 - Increased incident numbers (232) during 2025 wildfire season, highest since 2013.
 - Duration of wildfire season was now extending, and incidents had become more persistent and predictable.
 - Importance of flexible resourcing model and strengthened approach to preparedness for the Service and local partners, landowners, etc.
 - Strategic investments have strengthened frontline capability, through the establishment of 35 wildfire stations, acquisition of specialist vehicles, and enhanced PPE.
 - Potential use of advanced technology such as drones through partnership with Police Scotland.
 - Benefits from Wildfire Forums providing early warnings.
 - Analysis of 2025 through 2 debriefing streams to identify learning and understanding. One from internal structured debrief and the other from multi-agency debrief conducted by SMARTEU.
 - Overview of key operational learning themes including operational resilience, safety and welfare, training and capacity and partnership working.
 - Recommendations aligned with the key themes were being progressed both internally and externally.
 - Wildfire Strategy had already delivered benefits. Need for continued learning, improvements, investment and partnership arrangements was essential to meet the evolving risk from wildfire.
- 11.2 Brief discussion on the benefits and use of the community asset register and the need to ensure the correct balance to maintain control of any incidents.
- 11.3 The Committee were advised that the Service was actively engaging with the NFCC, and international fire and rescue services, to gain greater learning and understanding.
- 11.4 The Committee sought an understanding on the challenges with decontamination during/after wildfire incidents. The Committee were briefed on the current decontamination controls, need for continued investment and awareness.
- 11.5 **This report was provided for information only with assurance as reasonable.**
- 12 SERVICE DELIVERY RISK REGISTER**
- 12.1 **Committee Aligned Directorate Risks**
The report was presented which contained the identified Directorate risks and controls aligned to the business of the Committee.
- 12.2 DJ outlined the significant work and progress that had been made in relation to risk management and the framework. DJ presented an overview of the new PowerBI risk dashboard highlighting the improvements to the currency of the information and automation of processes. DJ noted that testing would commence shortly with amended reports being presented at future meetings.
- 12.3 In regard to misalignment of risk target rating and appetite, DJ commented on the potential for the inclusion of assurance information to be provided within the new reporting format.
- 12.4 Brief discussion took place on the review of risk appetite within the Service. It was agreed that this would be taken to the Integrated Governance Forum for discussion. (Recorded under Item 13.2)

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12.5 DJ advised that the Strategic Leadership Team have had discussions on the new strategic risks and noted it was anticipated that these could be included within the Board Strategy Day in May 2026.

12.6 In regard to Home Fire Safety Visits, JH advised the Committee that progress was being made to resolve the issue with data sharing.

12.7 **The Committee scrutinised the report.**

13 FORWARD PLANNING

13.1 Committee Forward Plan

13.1.1 The Committee noted the forward plan and added the following items:

- Clinical Governance Annual Report was scheduled to be presented to the September 2026 meeting.
- AW confirmed that the *Safety and Statement* item should be renamed *Safety and Standards*.
- Date of September meeting to be rescheduled.

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

13.2.1 The following item(s) would be taken to a future IGF meeting:

- Risk Appetite Review

14 REVIEW OF ACTIONS

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

15 DATE OF NEXT MEETING

15.1 The next meeting is scheduled to take place on Tuesday 4 June 2026.

15.2 There being no further matters to discuss, the public meeting closed at 1305 hours.