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SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

19 March 2026

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 26 March 2026

Time: 0930 hours

Venue: Braidwood Suite, Scottish Fire and Rescue Service Headquarters, Westburn Drive, Cambuslang, G72 7NA / 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

A handwritten signature in black ink, appearing to be 'Mhairi Wylie'.

MHAIRI WYLIE
Chair

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE

THURSDAY 26 MARCH 2026 @ 0930 HOURS

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / 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 18 December 2025 (attached)**

M Wylie

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)

M Wylie

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

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- 9 CHIEF OFFICER'S REPORT** (*attached*) S Stevens
- The Board is asked to note the Chief Officer's Report.*
- 10 COMMITTEE REPORTS**
The Board is asked to note the following updates:
- 10.1 **Strategic Planning and Change Committee** S Ballingall
- *Draft Minutes of Meeting: 5 February 2026 (attached)*
- 10.2 **Audit & Risk Assurance Committee** B Baverstock
- *Draft Minutes of Meeting: 22 January 2026 (attached)*
- 10.3 **People Committee:** M Smith
- *Draft Minutes of Meeting: 11 December 2025 (attached)*
- *Verbal Update of Meeting 5 March 2026 (verbal)*
- 10.4 **Service Delivery Committee:** T Wright
- *Verbal Update of Meeting: 24 February 2026 (verbal)*
- 10.5 **Reform Collaboration Group** M Wylie
- *Reform Collaboration Group Main Board (verbal)*
- 11 PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE 2025/26 Q3** (*attached*) M McAteer
- The Board is asked to scrutinise the report.*
- 12 THREE-YEAR DELIVERY PLAN 2025-28: QUARTER 3 2025/26 PROGRESS REPORT** (*attached*) M McAteer
- The Board is asked to scrutinise the report.*
- 13 CAPITAL PROGRAMME 2026-2029** (*attached*) D Stanfield
- The Board is asked to approve the report.*
- 14 RESOURCE BUDGET 2026/27** (*attached*) D Stanfield
- The Board is asked to approve the report.*
- 15 RESOURCE BUDGET MONITORING REPORT** (*attached*) D Stanfield
- The Board is asked to scrutinise the report.*
- 16 CAPITAL BUDGET MONITORING REPORT** (*attached*) D Stanfield
- The Board is asked to scrutinise the report.*
- 17 SAFETY AND ASSURANCE ANNUAL REPORT 2024/25** (*attached*) C McGoldrick
- The Board is asked to scrutinise the report.*

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- 18 **RISK THEMES** (*verbal*) M Wylie

The Board is asked to reflect on any risk themes identified during this meeting.

- 19 **FORWARD PLAN** (*attached*) Board Support

The Board is asked to note the update.

- 20 **DATE OF NEXT MEETING**

The next formal meeting will be held on Thursday 30 April 2026.

PRIVATE SESSION

- 21 **MINUTES OF PREVIOUS PRIVATE MEETING:**

21.1 **Thursday 18 December 2026** (*attached*)

M Wylie

21.2 **Thursday 26 February 2026** (*attached*)

M Wylie

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

- 22 **PRIVATE ACTION LOG** (*attached*) Board Support

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

- 23 **BOARD LEGAL/GOVERNANCE REQUIREMENTS** (*attached*)

A Watt/
A Narsapur

The Board is asked to note the report.

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



SCOTTISH
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PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 18 DECEMBER 2025 @ 1000 HRS

VIRTUAL (MS TEAMS)

PRESENT:

Kirsty Darwent, Chair (KD)
Stuart Ballingall (SJB)
Angiolina Foster (AF)
Therese O'Donnell (TO'D)
Andrew Smith (AS)
Paul Stollard (PS)

Mhairi Wylie, Deputy Chair (MW)
Brian Baverstock (BB)
Neil Mapes (NM)
Malcolm Payton (MP)
Madeline Smith (MS)
Tim Wright (TW)

IN ATTENDANCE:

Stuart Stevens (SS)	Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
Andy Watt (AW)	Deputy Chief Officer
Jon Henderson (JH)	Assistant Chief Officer, Director of Prevention
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
Chris Fitzpatrick (CF)	BI and Data Service Manager (Item 11 only)
Asha Narsapur (AN)	Legal Services Manager (Items 21 & 22 only)
Christopher Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support/Minutes
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Liz Humphreys, Scottish Ambulance Service and Public Health Scotland
Robert Scott, HMFSI
Seona Hart, Fire Brigade Union

1 CHAIR'S WELCOME

- 1.1 The Chair opened the meeting welcoming those attending and 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. Due to the volume of business, the Board were requested to keep questions concise to allow sufficient time for all agenda items.

2 APOLOGIES

- 2.1 David Farries, Assistant Chief Officer, Director of Operational Delivery
Fiona Ross, Director of People

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 21 – Jenners Investigation Update, Item 22 – Update on Claim Against Systel* and *Item 23 – Service Delivery Review: Critical Path and Key Deliverables* would be taken in private due to the confidential nature of the issue (Standing Order 9G) (Item 23) and being the subject of legal proceedings (Standing Order 9D) (Items 21 and 22).

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 30 October 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 30 October 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. One minor typographical error was highlighted and subsequently corrected.

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 stated that her term of office would end on January 2026 and formally announced the appointment of Mhairi Wylie, as the future Board Chair from February 2026. In the interim, MW would take up the role as Deputy Chair. KD acknowledged and thanked Paul Stollard for his contribution, support and challenge throughout his tenure as outgoing Deputy Chair.

8.2 KD presented the Chair's Update report which noted events that had occurred since the Board meeting held on 30 October 2025 and highlighted the following:

- Strategic Planning and Development workshops and Board Strategy Day to discuss the Service Delivery Review (SDR) including ongoing work and further consideration of consultation outputs.
- Regular meetings with the Minister Victims and Community Safety and the Scottish Government (SG) Sponsor Unit. The focus was operational delivery and budget needs.
- Attendance at the National Joint Council meeting where discussions centred on pay structure reform for firefighters and the aim to develop remuneration structures for current and future roles.

8.3 **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 30 October 2025 and highlighted the following:

- Attendance at the Criminal Justice Committee to provide evidence on pre-budget scrutiny. Board Members were encouraged to review the recording of this session and also the Fire Brigade Union's (FBU) session for a balanced perspective.
- Significant political engagement with Criminal Justice Committee members individually, Minister of Victims and Community Safety and SG Sponsor Unit. Areas discussed included budgets, SDR, and wildfire activities.
- Attendance at the NJC Advisory Forum noting discussions on pay structure reform, sustainability and ongoing negotiations.

9.2 **The Board noted the report and verbal update.**

10 COMMITTEE UPDATES

10.1 Strategic Planning and Change Committee (SPCC)

10.1.1 Draft Minutes of Meeting: 6 November 2025

SJB reported that the Committee held a public meeting on 6 November 2025 which was chaired by AF in his absence. SJB referred the Board to the attached draft minutes, highlighted the following:

- Update on the New Mobilising System (NMS) which had since been successfully implemented across all Operation Control sites. Recognition and congratulations were offered to all those involved throughout the process.
- Update on the People, Payroll and Finance System noting the decision to proceed independently rather than as a shared service with SG.

10.1.2 The Board extended their thanks and congratulations on all those involved in the successfully delivery of the NMS.

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

10.2 Audit and Risk Assurance Committee (ARAC)

10.2.1 Draft Minutes of Meeting: 23 October 2025

BB presented the draft minutes from the public meeting held on 23 October 2025, noting that a verbal update was provided at the last meeting.

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

10.3 People Committee (PC)

10.3.1 Verbal Update of Meeting: 11 December 2025

MW chaired the public Committee meeting on 11 December 2025 and highlighted the following:

- Discussions on the People Directorate Performance Report included the Volunteer Duty System (VDS) and need for increased clarity, Target Operating Model (TOM) and the inability to scrutinise effectively against it and abstraction rates within OC.
- Overview of the Wholetime Trainee Firefighter recruitment process.
- Update on the Leadership and Management Development Framework.
- Positive update on the BA Recovery process and the next steps.
- Finalised Safety and Assurance Annual Report 2024/25 was presented for information, following thorough review and scrutiny throughout its development process.
- Containment Update Report outlining the progress being made.
- Risk Register Update and discussions on its place on the agenda for future meetings.

- Partnership working update
- Key Case Update report within the private session.

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

10.4 **Service Delivery Committee (SDC)**

10.4.1 Draft Minutes of Meeting: 25 November 2025

TW reported that the Committee held a public meeting on 25 November 2025 and referred the Board to the attached draft minutes, highlighted the following:

- Presentation from Local Senior Officer Bobby Lennox, Westerns Isles, Orkney and Shetland (WOIS) on the challenges, improvements, developments in training provision and the TINA Project.
- Update on the Home Fire Safety Visits App (HFSV) App particularly the issues with the referral process which have now been resolved.
- Risk Update report was presented, and concerns were raised on the Committee's ability to scrutinise the outdated information being presented.
- Positive Youth Volunteer Scheme (YVS) Evaluation Report was presented for information and Board Members were encouraged to review this report.

10.4.2 In regard to the Risk Update report, SO'D noted that work had been undertaken to review the scheduling of future Board and Committee meetings in 2026/27 and the challenges posed by the manual updating.

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 and the next meeting was scheduled in February 2026. KD reminded the Board that 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 **The Board noted the verbal update.**

(C Fitzpatrick joined the meeting at 1025 hrs)

11 PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE 2025/26

11.1 MMcA, introduced CF who presented the Board with the second quarter performance report for fiscal year 2025-26 for scrutiny. The following key points were highlighted:

- KPI 6 and 18, Home Fire Safety Visits and OI Inspections, were showing exception variations
- KPI 41, Service Desk incidents, were declining and related to resourcing issues
- KP46, On Call Retained, continues to deteriorate and remains a focus for the Service
- KPI 36 and 38, Subject Access and Freedom of Information requests, were reporting below target levels and temporary resources had been allocated to the Team.
- KPI 56, Health and Safety Action, remains consistent over the last 3 quarters

11.2 In regard to call handling times, the Board queried the impact made by the staffing profile. AW advised that this was influenced by the number of OC Firefighters in development and additional support required.

11.3 In regard to KPI 6 (Home Fire Safety Visits), the Board noted the improvements in Q2 and challenged whether the Service were being overoptimistic. JH advised that going forward there would not be an arbitrary number identified for Home Fire Safety Visits (HFSV) as the focus would be on high risk visits. The number of high risk HFSV carried out would be reported on. Additional KPIs to report on effectiveness, evidencing

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outcomes, etc were being developed.

- 11.4 It was noted that further discussion may be required at the Service Delivery Committee, to help to understand why capacity planning cannot include estimated target volume.
- 11.5 In regard to HFSV partner referral, JH advised that this work remained key and assurances had been provided that this would be fully in place by April 2026.
- 11.6 In regard to KPI3, CF advised that there was no evidence or pattern of trends to indicate that electric vehicles contributed to the increase in incidents.
- 11.7 Brief discussion took place on the use and optimising opportunities of Co-pilot and AI. MMcA noted that the DaDT Strategy had recently been approved and the action plan was being finalised. One action related to the use of AI holistically across the Service. MMcA commented on the value of AI but the Service would have to remain cautious on how it was used. MMcA to provide off-table update on current AI validation methods.
ACTION: MMcA
- 11.8 In regard to KPI 33 (carbon funding), the Board queried the mismatch between the graph, figures and narrative. SO'D explained the mismatch between narrative and figures, noting that the carbon management plan would be reset to reflect realistic funding and that the team continued to actively seek all available funding sources.
- 11.9 The Board queried the Strategic Leadership Team's (SLT) reflection on the overall satisfaction with the performance level and suggested that consideration be given to include this within future reports.
- 11.10 In regard to KPI14 and 15 (response and call handling), the Board queried whether there was adequate understanding on any underlying causes. Following the recent Strategy Day session, MMcA advised that discussions had been held with colleagues at Northumberland University relating to analysing response times. An update would be brought forward in due course.
- 11.11 In regard to KPI 38 (Freedom of Information), MMcA provides a brief update on the current resourcing within the team and the additional post being recruited in the new year. MMcA noted the Service were currently performing at 89% against the target.
- 11.12 In regard to KPI 51 (physical attacks), the Board queried the need for the target line as there was zero tolerance for any acts of violence. CMcG offered his assurance that the Service remained committed to zero tolerance and confirmed that he would review the target.
- 11.13 In regard to KPI 14 (fire fatalities), JH reminded the Board that all fire fatalities incidents were subject to a follow up debrief for learning purposes.
- 11.14 In regard to KPU 16 and 17 (availability), the Board requested consideration for absolute data to be provided ie number of appliances off the run, to help clarify the situation. CF indicated that the dashboard includes a toggle feature enabling the presentation of absolute figures.
- 11.15 In regard to KPI 46 (resource based crewing), SO'D to provide further explanation on the percentage being reported.
ACTION: SO'D
- 11.16 In regard to KPI 41 and 42 (service desk incidents and requests), the Board noted the long term down trending of service desk incidents with SLA and sought assurance that this would be addressed. SO'D offered her assurance that this remained a key focus for

the Service. DS noted the recent DaDT restructure and ongoing recruitment processes.

11.17 The Board scrutinised the report.

(C Fitzpatrick left the meeting at 1110 hrs)

12 THREE-YEAR DELIVERY PLAN 2025-28: QUARTER 2 2025/26 PROGRESS REPORT

12.1 MMcA presented the Board with the quarter 2 progress report on how we are performing against the 2025/26 actions within the Three-Year Delivery Plan 2025-28. The following key points were highlighted:

- Five actions have been completed this year, 23 actions green, 6 Amber (changing in due date for approval),
- SC11.5 Replacement of In-Vehicle devices, was reporting Amber but remained on target for completion by April 2026.
- Dashboard provide an overview of status, completion rates, etc.
- Minor glitches in presentation of information would be rectified in future reports.
- Reference to delivery plan would be added to future reports.

12.2 The Board commented on the slippage relating to People, Payroll and Finance project and Leadership Culture and queried the reasons for this. SS indicated that this was due to capacity issues and the need to balance competing priorities. SS noted that overall good progress had been made with the successful delivery of the NMS project and significant level of SDR work undertaken. The Service remains ambitious to deliver change and this is evident through projects, ongoing work and scale of programmes. SO'D commented on the level of work undertaken in relation to leadership and culture across the Service. It was noted that the Service needed to be more articulate on the work being undertaken.

12.3 In regard to SC6.3 and 6.4, the Board noted the status and queried how the Service would be tracking progress over the extended timeline. The Board commented on the need for clarity on values, how these underpin training and leadership, and prioritising of resources effectively to achieve the best outcomes. SO'D noted that there were 2 competing aspects, one was to act quickly and the other was ensuring the proper underpinning work was in place. SO'D commented on the continuing progress across the Service and the need for better articulation of the links to the outcomes. In terms of resourcing, staff members were also required to undertake other duties and the prioritisation/decision on core duties were required to be made by the SLT. The importance of identifying values was recognised as this would underpin the next stages. The benefits of more frequent milestones and monitoring was also recognised.

12.4 It was agreed that a Leadership and Culture session would be presented at a future Strategy Day to ensure that the Board were kept updated on progress being made.

12.5 In regard to the Executive Summary, consideration to be given to include the date.

ACTION: MMcA

12.6 In regard to SC11.5 (in vehicle systems), the Board requested an update on whether this was now back on track. MMcA advised that the project manager remained confident that this would be delivered by the due date and agreed to circulate information outwith the meeting.

ACTION: MMcA

12.7 The Board noting the number of revised dates queried whether these were achievable and the governance route for these revisions. AW advised that the decision on revised dates were made by the Change Portfolio Progress Group (CPPG), following recommendation by individual project boards.

12.8 The Board scrutinised the report.

(Meeting broke at 1144 hrs and reconvened at 1150 hrs)

13 ANTI FRAUD AND CORRUPTION POLICY FRAMEWORK

13.1 DS presented a report to provide the Board with the revised Anti-Fraud and Corruption Policy, the new Counter Fraud Strategy and the new Fraud Response Plan for approval. The following key points were highlighted:

- Core component of governance framework and had been scrutinised by the Audit and Risk Assurance Committee.
- Policy strengthens approach across key areas with clear responsibilities and escalation routes, stronger alignment between fraud investigation and HR processes and greater awareness on awareness and prevention.
- Continued work through the Fraud Initiative.
- Improvements in contract management controls.
- Introduction of the Safe Call Confidential Reporting line.

13.2 DS advised that the Service fully recognise the risks with fraud. The new Fraud Framework had been designed to move away from a culture of deference and towards empowering individuals to feel confident and responsible for raising concerns.

13.3 In regard to training and awareness, SS noted that this links with the values, leadership, management and culture within the Service. SO'D further noted that this would be picked up within the leadership and management development framework and through the mandatory training module for all staff.

13.4 The Board commented on the potential collaboration or learning opportunities with other blue light services. DS indicated that further action was being taken to explore these possibilities.

13.5 Brief discussion took place on the statement that all SFRS managers were directly responsible for the prevention and detection of fraud. The Board queried whether this was reasonable and what actions would be taken in a result of any failures. DS noted that the wording reflected SG's zero tolerance and helped to reinforce the responsibilities of all managers within the Service to drive prevention and detection of fraud. DS further stated that any subsequent actions would be determined on the specifics of each individual case. DS outlined the process for reporting any fraudulent activities.

13.6 The Board approved the revised SFRS Anti-Fraud and Corruption Policy, the Counter Fraud Strategy and the Fraud Response Plan for implementation.

14 RESOURCE BUDGET MONITORING NOVEMBER 2025

14.1 DS presented a report advising the Board of the resource budget position for the period ending 30 November 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 £0.349 million and a forecast year-end overspend of £0.643 million (2% of budget).

14.2 DS highlighted the significant reduction in forward year end overspend and outlined the additional funding and actions taken to achieve this position.

14.3 In regard to On Call, the Board queried whether there had been any impact, or analysis on the impact, since the new contracts had been implemented. DS advised that the analysis was still in progress and additional information would be provided in the new year.

14.4 The Board queried the inconsistencies between the original budget figures contained

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within the covering report and resource monitoring report table and also the Wholetime forecast. Consideration to be given to what information is presented within the resource monitoring report table. DS to review and provide feedback outwith the meeting.

ACTION: DS

14.5 In regard to transport costs, DS noted that these had increased due to wildfire activities levels and were now returning to budgetary levels. Repairs and maintenance costs were likely to rise due to the aging fleet; however, this had been factored into the capital programme and budget setting processes. It was suggested that any financial impact from wildfire activities should be included within the narrative.

14.6 In regard to physiotherapy and counselling services, the Board commented on the reduction in costs and sought clarity on the reasons for this. CMcG to circulate information outwith the meeting.

ACTION: CMcG

14.7 The Board commented on the improved financial position and additional funding from SG but queried what actions the Service had taken to address the underlying issues. DS noted that operational activity levels, increased pay costs and support staff vacancies had contributed to the financial position. However, the Service's actions and measures taken had stabilised the position and work would continue to stabilise the position further.

14.8 In regard to reimbursements, DS advised that additional funding for wildfire activities would be provided by SG in the spring budget review. Reimbursement for costs associated with the US President and Vice President visits were still awaited.

14.9 **The Board scrutinised the resource budget position for the period ending 30 November 2025.**

15 CAPITAL BUDGET MONITORING REPORT

15.1 DS presented a report advising the Board of the actual and committed expenditure against the 2025/26 capital budget position for the period ending 30 November 2025. It was currently anticipated that expenditure of £47.192 million can be achieved. Correction actions would have to be undertaken to ensure the budget of £48.364 million would be spend out by 31 March 2026. The following key points were highlighted:

- Underspend mainly attributable to NMS contingency and late funding for ESN/ESMCP projects.
- Actual spend to the end of November was 60% of the total programme
- Work remains ongoing to reallocate monies and maximise spend within the current year.
- Positive outcome of the cost engineering exercise undertaken on the Dalkeith Fire Station project and the next steps.

15.2 The Board sought assurance on the Service's ability to deliver the pipeline of projects and to fully spend out the capital monies. DS acknowledged the risk and advised that the Capital Monitoring Group were meeting regularly to review progress and maximise spend. DS noted that the unused contingency funds from the NMS project was a positive position

15.3 The Board sought clarification on the removal of 15 additional OC posts which were no longer required. JH reminded the Board that the original intention had been to over establish OCs to support training. However, this had not been possible and OC personnel recruited were allocated to business as usual. The provision of training had been delivered, on time, through alternative means

15.4 The Board commented on the positive outcome in relation to the Dalkeith Fire Station project and queried whether the Service were accurately estimating project costs. DS confirmed that she remained confident in budgeting for projects. DS advised that a similar

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approach would be undertaken for the Liberton Fire Station project.

15.5 It was noted that future session relating to Standard Station Design was on the Strategy Day Programme.

15.6 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 30 November 2025 and noted the actions being taken.**

16 RISK THEMES

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

16.2 The Board noted concerns around the leadership and management development and whether this was accurately reflected within an existing risk. To be considered further at a future Strategy Day session.

17 FORWARD PLAN

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

17.2 Report(s) for Information

17.2.1 Safety and Assurance Annual Report 2024/25

The Board noted their concerns that this report was presented for Information Only and that it should be brought forward as a substantive item. The Board were reminded that the People Committee has previously scrutinised and provided input during the drafting of the report. The People Committee were also provided with a quarterly update report, for scrutiny, throughout the year.

17.2.2 It was agreed that the Safety and Assurance Annual Report 2024/25 would be presented, for scrutiny, at the next formal Board meeting (March 2026). Added to Forward Plan

17.2.3 It was agreed that the future draft Safety and Assurance Annual Report would be added to the Board Forward Plan, as early as possible, for scrutiny. Added to Forward Plan

18 DATE OF NEXT MEETING

18.1 The next public meeting of the Board is scheduled to take place on Thursday 26 March 2026.

18.2 There being no further matters to discuss in public, the meeting closed at 1255 hrs.

18.3 *(The meeting broke at 1234 hrs and reconvened in private session at 1255 hrs)*

PRIVATE SESSION

19 MINUTES OF PREVIOUS PRIVATE MEETINGS:

19.1 Thursday 30 October 2025

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

19.2 Matters Arising

19.2.1 There were no matters arising.

20 PRIVATE ACTION LOG

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

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

(A Narsapur joined the meeting at 1300 hrs)

21 JENNERS INVESTIGATION UPDATE

21.1 AW presented a report to Board to provide an update on the progress of the Jenners Investigation and to seek a decision the approach to be taken.

The Board approved the recommendations outlined within the report.

21.2

22 UPDATE ON CLAIM AGAINST SYSTEL

22.1 SO'D introduced AN, who presented a report to the Board to provide an update on the outcome of the Appeal Hearing which took place on 2 May 2025 in Poitiers, France for the claim raised to be included within the continuation plan for recovery of debts owed by *Systemes et Telecommunications SA* (Systel) via the French Court Action, following termination of the Services Agreement. DS sought instructions from the Board for next steps to take in relation to both the claim in France and progression with our claim in Scotland against Systel for damages following breach of contract.

22.2 **The Board approved the recommendation.**

(A Narsapur left the meeting at 1422 hrs)

23 SERVICE DELIVERY REVIEW: CRITICAL PATH AND KEY DELIVERABLES

23.1 AW presented a report to the Board which set out the work underway, activities and deliverables still required to enable the Board to make decisions on the Service Delivery Review (SDR) options for change.

23.2 **The Board noted the report.**

SFRS BOARD MEETING – ROLLING ACTION LOG



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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 6 actions. A total of 6 of these actions had been completed.

The Board is therefore asked to approve the removal of the 6 actions noted as completed (Blue status), note no actions were categorised as Green status and note no actions were categorised as Yellow status on the action log.

Board Meeting: 18 December 2025						
Agenda Item	Actions Arising	Lead	Due Date	Status	Completion Date	Position Statement
11.7	PMF Quarterly Performance report 2025/26: MMcA to provide off-table update on current AI validation methods.	MMcA	March 2026		March 2026	Complete (26/03/2026): A SFRS policy on the use and deployment of AI technology is in its final stages of its development. The policy will outline steps to encourage people to acknowledge where they are already using AI tools. This is to help the Service better understand current usage of AI and any issues and challenges this could present to the Service as we develop our approach to the use of AI.
11.15	PMF Quarterly Performance report 2025/26: In regard to KPI 46 (resource based crewing), SO'D to provide further explanation on the percentage being reported	SO'D	March 2026		March 2026	Complete (26/03/2026): The 97.2% relates to the actual Resource Based Crewing (RBC) staff in post as at 31 December 2025. The actual figure is 2774 and is taken as a percentage against the interim Target Operating Model (TOM) figure of 2855.
12.4	Three-Year Delivery Plan 2025-28: Quarter 2 2025/26 Progress Report: Executive Summary, consideration to be given to include the date.	MMcA	March 2026		March 2026	Complete (26/03/2026): The Landing Page of the Progress Report has been updated to include the title of the relevant quarter.
12.6	Three-Year Delivery Plan 2025-28: Quarter 2 2025/26 Progress Report: SC11.5 (in vehicle systems), the Board requested an update on whether this was now back on track. MMcA advised that the project manager remained confident that this would be delivered by the due date and agreed to circulate information outwith the meeting.	MMcA	March 2026		March 2026	Complete (26/03/2026): The Quarter 3 update reports that this action is back on track and has been allocated a green RAG status. As at the end of Q3 (December 25), the action was 70% complete and on track for delivery.

14.4	<p>Resource Budget Monitoring Report: The Board queried the inconsistencies between the original budget figures contained within the covering report and resource monitoring report table and also the Wholetime forecast. Consideration to be given to what information is presented within the resource monitoring report table. DS to review and provide feedback outwith the meeting.</p>	DS	March 2026		January 2026	<p>Complete (26/03/2026): A review of the budget figures and Wholetime forecast presentation has been completed. Minor inconsistencies identified by the Board have been resolved. For Period 10 onward, reports will include:</p> <ul style="list-style-type: none"> • a clear reconciliation bridge from DEL to the Board-approved budget and SG adjustments; • relabelling of the “Original Budget” column to reflect inclusion of ABR-aligned items; • revised wording for very small variances (“less than 0.1%”) with cash values included. <p>These are presentation enhancements only; no material issues were found with the underlying figures.</p>
14.6	<p>Resource Budget Monitoring Report: In regard to physiotherapy and counselling services, the Board commented on the reduction in costs and sought clarity on the reasons for this. CMcG to circulate information outwith the meeting.</p>	CMcG	March 2026		December 2025	<p>Complete (26/03/2026): Information was circulated to the Board via email on 18 December 2025. (Link to Email & Attachment)</p>



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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.

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 January 2025 (Special)				
ITEM 5	DRAFT SFRS STRATEGY 2025-2028 FOR CONSULTATION (PRIVATE)	The Head of Governance, Strategy and Performance presented a draft SFRS Strategy 2025-28 to members of the Board of the Scottish Fire and Rescue Service and requested that it is released for public consultation.	Subject to suggested amendments, the Board approved the Draft SFS Strategy 2025-2028 for release for public consultation.	July 2025
Impact Assessment for Board Decision (Review Date – 01/2026): The SFRS published its Strategy for 2025-2028 detailing intended strategic outcomes and how they will be pursued during the lifetime of the strategy. The publication of the Strategy discharges the SFRS duty to produce a strategic plan under the Fire Scotland 2005 Act (as amended in the Police and Fire Reform (Scotland) Act 2012).				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 February 2025 (Special)				
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 Assessment for Board Decision (Review Date – 02/2026): The 2025/26 Resource Budget and Capital Programme 2025-2028 were developed in accordance with the Budget Approach 2025/26 and approved by the Board at its meeting on 27 March 2025.				
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 Assessment for Board Decision (Review Date – 01/2026): The purpose of the report was to seek authority from the Board authorising Clyde and Co Solicitors to settle two employer's liability claims. Following Board approval our solicitors settled both injury claims within the delegated authority provided by SFRS.				

OFFICIAL

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 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 Assessment for Board Decision (Review Date - 03/2026): The Risk Based Capital Investment Plan 2025 has been used to develop the Capital Programme 2025 – 2028 and will be refreshed for 2026.				
ITEM 14	CAPITAL PROGRAMME 2025/26 – 2027/28	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.	The Board approved the Capital Programme for 2025/26-2027/28.	September 2025
Impact Assessment for Board Decision (Review Date - 03/2026): The Risk Based Capital Investment Plan 2025 has been used to develop the Capital Programme 2025 – 2028 and will be refreshed for 2026.				
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 Assessment for Board Decision (Review Date - 03/2026): The Resource Budget 2025/26 has been implemented as approved and monitoring reports are provided to the Board at each scheduled meeting.				
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

OFFICIAL

Impact Assessment for Board Decision (Review Date - 03/2026): The purpose of the report was to seek authority from the Board authorising Clyde and Co Solicitors to settle a legacy asbestos disease claim. Following Board approval our solicitors settled the injury claim within the delegated authority provided by SFRS.

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 24 April 2025				
ITEM 11	ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED MATTERS	The Director of Strategic Planning, 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
Impact Assessment for Board Decision (Review Date – 04/2026):				
ITEM 12	ANNUAL INTERNAL AUDIT PLAN 2025-26 DRAFT	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.	The Board approved the Internal Audit Plan 2025/26.	October 2025
Impact Assessment for Board Decision (Review Date - 04/2026):				
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
Impact Assessment for Board Decision (Review Date - 04/2026):				

OFFICIAL

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 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 Assessment 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 Assessment for Board Decision (Review Date - 05/2026):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 26 June 2025				
ITEM 15	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
Impact Assessment for Board Decision (Review Date – 06/2026):				

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ITEM 21	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
Impact Assessment for Board Decision (Review Date – 06/2026):				
ITEM 23	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
Impact Assessment for Board Decision (Review Date – 06/2026):				
ITEM 25	CIVTECH 10 – PRE-COMMERCIAL AGREEMENT (PCA) PHASE (PRIVATE)	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.	The Board confirmed their support and approval for Challenge 10.1. The Board were supportive of Challenge 10.2, however sought further clarification/assurances prior to final approval	December 2025
Impact Assessment for Board Decision (Review Date – 06/2026):				

OFFICIAL

Minute Ref	Paper	Issue	Decision	Earliest Review Date
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.	Subject to the amendments, the Board approved the Annual Performance Review Report 2024/25 and agreed its release to Scottish Government.	December 2025
Impact 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 Assessment for Board Decision (Review Date – 07/2026):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 OCTOBER 2025				
ITEM 11	BOARD FORWARD PLAN SCHEDULE 2026/27	The Director of Strategic Planning, 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	The Board approved the proposed schedule of meetings for 2026-27 along with the arrangements for reviewing these.	April 2026

OFFICIAL

		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.		
Impact Assessment for Board Decision (Review Date – 10/2026):				
ITEM 12	ANNUAL PROCUREMENT 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 Assessment 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 Assessment 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 Assessment for Board Decision (Review Date – 10/2026):				

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Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 18 DECEMBER 2025				
ITEM 13	ANTI FRAUD AND CORRUPTION POLICY FRAMEWORK	The Interim 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.	The Board approved the revised SFRS Anti-Fraud and Corruption Policy, the Counter Fraud Strategy and the Fraud Response Plan for implementation	June 2026
Impact Assessment for Board Decision (Review Date – 12/2026):				
ITEM 21	JENNERS INVESTIGATION UPDATE (PRIVATE)	The Deputy Chief Officer provide an update the Board on the progress of the Jenners Investigation, ongoing legal process and to seek a decision on the future approach.	The Board approved the recommendation outlined within the report.	June 2026
Impact Assessment for Board Decision (Review Date – 12/2026):				
ITEM 22	UPDATE ON CLAIM AGAINST SYSTEL (PRIVATE)	The Deputy Chief Officer (Corporate Services) providing an update on the Appeal which took place on 2 May 2025 and the next steps in pursuit of the claim for recovery of damages against Systel.	The Board approved the recommendation (Option 2).	June 2026
Impact Assessment for Board Decision (Review Date – 12/2026):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 26 February 2026 (Special)				
ITEM 5	BUDGET APPROACH 26-27 (PRIVATE)	The Interim Director of Finance and Contractual Services asked the Board to approve the Budget Approach 2026/27. 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.	The Board DID NOT approve the Budget Approach 2026/27 instead opting to postpone their decision and await the outcome of discussions with Scottish Government and receipt of the letter of comfort. This would provide clarity to the Board and enable an informed decision to be made	July 2026
Impact Assessment for Board Decision (Review Date – 02/2026):				

**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 26 MARCH 2026****CHAIR'S UPDATE: JANUARY-MARCH 2026****Wednesday 7 January 2026**

Meeting with Jenni Minto MSP, Minister for Public Health and Women's Health, Scottish Ambulance Service and Police Scotland

Monday 12 January 2026

Meeting with CO Stuart Stevens
Integrated Governance Forum pre-agenda meeting
Meeting with Maureen Rooney, Deputy Director for Safer Communities

Tuesday 13 January 2026

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

Wednesday 14 January 2026

Meeting with Kirsty Darwent and Mhairi Wylie

Tuesday 20 January 2026

Informal Board/Committee Chair's meeting

Wednesday 21 January 2026

Regular Chair/Board Support Team meeting
Meeting with Kirsty Darwent and Mhairi Wylie

Thursday 22 January 2026

Mid Year Review – Pre meet
Audit and Risk Assurance Committee
Integrated Governance Forum
Meeting with Kirsty Darwent, Mhairi Wylie and Richard Whetton

Thursday 29 January 2026

Board Strategy Day

Monday 2 February 2026

Meeting with CO Stuart Stevens and Angiolina Foster, Deputy Chair
Criminal Justice Committee Evidence Preparation meeting

Tuesday 3 February 2026

Service Delivery Committee Annual Governance Workshop
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 4 February 2026

Criminal Justice Committee Oral Evidence (Service Delivery Review) Session
Board Recruitment – Planning meeting

Thursday 5 February 2026

Strategic Planning and Change Committee
Weekly PA Catch Up

Monday 9 February 2026

Reform Collaboration Group meeting

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Meeting with Angiolina Foster, Deputy Chair

Tuesday 10 February 2026

Weekly PA Catch up

Wednesday 11 February 2026

Meeting with Richard Whetton and Chris Casey
People Committee Annual Governance Workshop

Thursday 12 February 2026

National Joint Council

Monday 16 February 2026

Meeting with Fiona McQueen, Scottish Police Authority

Tuesday 17 February 2026

Meeting with Deborah Stanfield, Interim Director of Finance and Contractual Services
Meeting with Mark McAteer, Director of Strategic Planning, Performance and Communications
Meeting with Craig McGoldrick, Director of Training, Safety and Assurance
Meeting with Jon Henderson, Director of Prevention

Wednesday 18 February 2026

Regular Chair/Board Support Team meeting
Meeting with Tom Steele, Scottish Ambulance Service

Thursday 19 February 2026

Meeting with Siobhian Brown, Minister for Victims & Community Safety and CO Stuart Stevens
Board Strategy Day (Special)
Meeting with CO Stuart Stevens
Board Members Appraisal

Monday 23 February 2026

Remuneration, Appointments and Nominations Sub Committee Pre Agenda
Partnership Advisory Group Pre-Agenda
Meeting with DCO Andrew Watt
Board Members Recruitment Engagement Event

Tuesday 24 February 2026

Service Delivery Committee
Meeting with DCO Andrew Watt and Angiolina Foster

Wednesday 25 February 2026

Integrated Governance Forum Annual Governance Workshop
Board Members Recruitment Engagement Event

Thursday 26 February 2026

Meeting with Siobhan Brown, Minister for Victims & Community Safety with Scottish Ambulance Service and Scottish Police Authority
Board Strategy Day
SFRS Board meeting (Special)

Friday 27 February 2026

Weekly PA Catch up

Monday 2 March 2026

Partnership Advisory Group
Meeting with CO Stuart Stevens
Board Members Recruitment Engagement Event

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Thursday 5 March 2026

Renumerations, Appointment and Nominations Sub Committee
People Committee
Weekly PA Catch up

Monday 9 March 2026

Meeting with CO Stuart Stevens
Meeting with DCO Sarah O'Donnell
Meeting with Maureen Rooney, Deputy Director for Safer Communities
Meeting with Robert Scott, HMFSI

Tuesday 10 March 2026

Meeting with Angiolina Foster, Deputy Chair
Meeting with Mentor

Wednesday 11 March 2026

Regular Chair/Board Support Team meeting

Friday 13 March 2026

SFRS Board Pre-Agenda meeting
Weekly PA Catch up

Monday 16 March 2026

Directors (x2) Shortlisting meetings
Board Members Appraisal

Tuesday 17 March 2026

Board Members Shortlisting meeting
Meeting with David Farries, Director of Operations
Meeting with DCO Andrew Watt

Thursday 19 March 2026

Board Members Appraisals
Weekly PA Catch up

Tuesday 24 March 2026

Board Members Appraisal

Thursday 26 March 2026

SFRS Board meeting
Board Members Appraisal
Weekly PA Catch Up

Friday 27 March 2026

Cheapside Street Memorial

Monday 30-Tuesday 31 March 2026

Interviews

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 26 MARCH 2026****CHIEF OFFICER'S UPDATE: JANUARY – MARCH 2026****Monday 5 January 2026**

Regular Meeting with HMFSI Chief Inspector
Weekly PA catch up
Regular Chief & Deputy Chief Officer Meeting

Tuesday 6 January 2026

National Fire Chief Council (NFCC) Chief Fire Officer (CFO) Meeting
Strategic Leadership Team (SLT) Pre-Agenda meeting
Meeting with Fire Brigade Union (FBU), Edinburgh

Wednesday 7 January 2026

Meeting with Minister for Public Health & Wellbeing

Thursday 8 January 2026

Catch up with Chair Designate
Regular Director 1:1

Friday 9 January 2026

Regular Meeting with Commissioner of London Fire Brigade (LFB)

Monday 12 January 2026

Regular Chief & Chair Catch up
Integrated Governance Forum (IGF) Pre Agenda Meeting
Weekly EA Catch up

Tuesday 13 January 2026

Regular Meeting with M Rooney, Deputy Director of Safer Communities

Wednesday 14 January 2026

Regular Chief Officer and Deputy Chief Officers Catch up

Thursday 15 January 2026

Meeting with BDO, Internal Auditors
Budget Meeting
Regular Director 1:1

Friday 16 January 2026

Criminal Justice Committee (CJC) Evidence Preparatory Session

Monday 19 January 2026

Regular Director 1:1 x 2
Weekly EA Catch up
CJC Evidence Preparatory Session

Tuesday 20 January 2026

NFCC Chief Fire Officer (CFO) Meeting
Regular Chief Officer and Deputy Chief Officers Catch up
Regular Director 1:1

Wednesday 21 January 2026

Cabinet Office Public Leadership Programme Opening Event, London

Thursday 22 January 2026

Mid Year Review Pre-Meeting
Audit & Risk Assurance Committee (ARAC) - Public & Private Sessions
Integrated Governance Forum
SFRS Budget Allocations 26/27 Meeting with Scottish Government

Friday 23 January 2026

NFCC Trustees Meeting
Regular Monthly Meeting with N Ireland and N Wales FRS Chief Officers

Monday 26 January 2026

Chief Officer & Deputy Chief Officers Catch up
Introductory Meeting with FWB Executive Search Ltd
Director 1:1

Tuesday 27 January 2026

Service Delivery Review (SDR) Meeting
Weekly PA Catchup
Budget Approach Meeting with SLT

Wednesday 28 January 2026

Visit of London Fire Brigade Commissioner to SFRS
PPE Trials – National Training Centre
Board Farewell dinner with Chair

Thursday 29 January 2026

CJC Evidence Prep Meeting
SFRS Board Strategy Day

Friday 30 January 2026

Weekly PA Catch up
National Joint Council (CJC) Advisory Forum

Monday 2 February 2026

Regular Monthly meeting with HMFSI Chief Inspector
CJC Evidence Prep Meeting

Tuesday 3 February 2026

NFCC CFOs Fortnightly Meeting
Meeting with Chief Constable, Tulliallan
Regular Meeting with Chair & Director of Safey Communities
Meeting with FBU

Wednesday 4 February 2026

Scottish Parliament, Criminal Justice Committee Oral Evidence Session, Scottish Parliament
SLT Meeting

Thursday 5 February – Tuesday 10 February 2026

Leave

Wednesday 11 February 2026

Travel to London

Thursday 12 February 2026

National Joint Council Meeting, Westminster, London

Friday 13 February 2026

Director 1:1
SLT Budget Working Group

Monday 16 February 2026

SLT Training Session, Who Cares Scotland?
Meeting with BDO Auditors
Weekly PA Catch up

Tuesday 17 February 2026

NFCC CFO Fortnightly Meeting
SLT Pre-Agenda Meeting

Wednesday 18 February 2026

SLT Meeting
Budget 2026/27 – SLT Meeting

Thursday 19 February 2026

Regular Ministerial Meeting, Minister for Victims and Community Safety, Scottish Parliament
SFRS Board Strategy Day
Regular Chief & Chair Catch up

Friday 20 February 2026

Director 1:1
SLT Budget Meeting

Monday 23 February 2026

Change Portfolio Investment Group (CPIG) Meeting
CO & DCOs weekly meeting
Partnership Advisory Group (PAG) Pre Agenda meeting
SFRS Public Appointments Engagement Session (online)

Tuesday 24 February 2026

Weekly PA Catch up
Regular meeting with staff officer
Director 1:1

Wednesday 25 February 2026

IGF Annual Governance Workshop
ARAC Annual Governance Workshop
People Directorate Quarterly Engagement Session
Director 1:1
SFRS Public Appointments Engagement Session - Cambuslang

Thursday 26 February 2026

Reform Collaboration Group, Ministerial Meeting
SFRS Board Strategy Day

Friday 27 February 2026

Regular Monthly CFO Meeting with Wales and Northern Ireland
Meeting with DCO Tyne & Wear FRS

Monday 2 March 2026

Weekly PA Catch up
Partnership Advisory Group Meeting
SLT Pre Agenda Meeting

Tuesday 3 March 2026

NFCC CFO Fortnightly Meeting
Firefighters Charity & SFRS Quarterly Meeting
Director 1:1

Wednesday 4 March 2026

SLT Meeting
SLT Budget Meeting

Thursday 5 March 2026

Remuneration, Appointments, and Nominations Sub Committee (RANSC)
Meeting re Contaminants

Friday 6 March 2026

PA Catch up Call
Regular CO & DCOs meeting
NFCC Trustees Meeting
Regular Meeting with LFB Commissioner

Monday 9 March 2026

SDR Progress Meeting
Regular Chief & Chair Catch up
Regular Director 1:1

Tuesday 10 March 2026

Regular Director 1:1
SLT Horizon Scanning Session

Wednesday 11 March 2026

Regular Director 1:1
Regular Monthly Meeting with Chief Inspector HMFSI
Meeting with Deputy Director of Safer Communities, St Andrews House

Thursday 12 March 2026

Strategic Managers Development Session, Cambuslang

Friday 13 March 2026

SFRS Board Pre Agenda Meeting
SLT Budget Meeting
CO & DCO Weekly Catch up

Monday 16 March 2026

Directors Shortlisting Sessions

Tuesday 17 – Wednesday 18 March 2026

Leave

Thursday 19 March 2026

SLT Meeting

Friday 20 March 2026

Leave

Monday 23 March 2026

Director 1:1
Meeting with National Association of Retired Firefighters

Tuesday 24 March 2026 – Wednesday 25 March 2026

NFCC Council Meeting, Birmingham

Wednesday 26 March 2026

SFRS Board Meeting

Friday 27 March 2026

Cheapside Street 66th anniversary Memorial Service, Glasgow



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 5 FEBRUARY 2026 @ 1000HRS

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

PRESENT:

Stuart Ballingall, Chair (SJB)
Angiolina Foster (AF),
Paul Stollard (PS)

Therese O'Donnell (TO'D)
Tim Wright (TW)

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Deborah Stanfield (DS)	Interim Director of Finance and Contractual Services
Richard Whetton (RW)	Head of Governance, Strategy & Performance
Curtis Montgomery (CM)	Head of Portfolio Office
Heather Martin (HM)	Centre of Excellence Manager
Lynne McGeough (LMcG)	Head of Finance and Procurement (Item 17 only)
Lyndsey Gaja (LG)	Head of People (Item 17 only)
Paul McGovern (PMcG)	Programme Manager (Item 17 only)
Amanda Jamieson (AJ)	Snr. Business Analyst (SSRP) (Item 17 only)
Mhairi Wylie (MW)	Chair of SFRS Board
Christopher Casey (CC)	Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Margaret Kyle (MK)	Minutes

OBSERVERS:

None

1 CHAIR'S WELCOME

1.1 The Chair welcomed everyone to the first meeting of 2026 including those attending virtually via MS Teams.

2 APOLOGIES FOR ABSENCE

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

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: 6 NOVEMBER 2025

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

- 5.1.1 **The minute of the meeting held on 6 November 2025 were approved as a true record of the meeting.**

6 ACTION LOG

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

Action 8.1.5 Portfolio Summary Report (06/11/2026): The Chair requested further clarification in respect of position statements within the action log. CM explained this was due to considerations around coming out of contractual negotiations. Chair discussed the need for clarity and more narrative around project change requests and project closures, specifically clarifying why certain details are handled privately and the rationale for non-public disclosure.

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

7 PLANNING /STRATEGY

7.1 SFRS Strategic and Financial Planning Process

- 7.1.1 Long Term Business Plan - MMcA provided an overview on the 10-year planning horizon and the alignment of the project delivery phases with planning cycles. The planning structure flows from the Fire and Rescue Framework which establishes governance priorities and was expected to be revised after the upcoming election. The importance of revising the Fire and Rescue Framework and the Long Term Vision (LTV) was to reflect the current financial position and future priorities. The Service was at the midpoint of its current 10-year vision and review was underway involving sessions between the Strategic Leadership Team (SLT) and Heads of Function (HoF) with plans to bring refreshed vision to the Committee and Board later this year. The refreshed LTV would consider the Service's financial position and anticipated challenges over the next few years, aiming to maintain a clear "North Star" for strategic direction.

- 7.1.2 Three-year Delivery Plan - MMcA described three-year strategies serving as a delivery vehicle for the LTV and government priorities. Annual priorities were collectively agreed by Directors, and HoF with rolling considerations for years two and three, including investment requirements.

- 7.1.3 Medium Term Financial Strategy – This was closely aligned with strategic and delivery planning, providing a better basis for medium and long-term investment planning, even within an annual budget cycle.

- 7.1.4 Directorate Plans and Performance Management – Directorate Plans were being standardised to ensure alignment with overall Service priorities.

- 7.1.5 Performance Management Framework (PMF) - revised annually, with updated indicators and ensuring Board and Committee engagement.

- 7.1.6 MMcA outlined timelines for strategy, renewal and publication, confirming the next major strategy review was August 2026, emphasising the intention would be to bring the strategy, delivery plan, and financial plan together for Committee and Board review.

- 7.1.7 RW agreed that once the Annual Operating Plan (AOP) completed, it would return to the Committee for review prior to Board submission, ensuring the Committee had adequate input and oversight.

ACTION: RW

- 7.1.8 The Committee questioned why the strategy, three-year delivery plan, and medium-term financial plan were not developed as a single, integrated exercise with aligned timelines. There were concerns around “realism -v- idealism” which did not address the current realities, such as budget constraints associated with the Service Delivery Review (SDR). The Committee held the view that the strategy should better reflect the actual challenges facing the Service. The Committee expressed a strong preference to pause or adjust the planning process until there was clarity on how to cope with the budget situation and the SDR, as it was difficult to plan three years ahead without certainty on year one and noted that more detail on these efforts would be brought to the next Board Strategy Day session.
- 7.1.9 AW confirmed from April 2026, the Senior Management Board (SMB) would re-convene with HoF, jointly chaired by AW and SO'D, to regularly focus on aligning the three year delivery plan, financial plan and PMF, to support a more integrated approach across the organisation.
- 7.1.10 DS provided assurance that scenario planning and option development for strategy and three-year planning continued throughout the year - not limited to the formal planning timetable. DS emphasised the importance of maintaining a long-term strategic vision while assessing it against fiscal challenges, and clear roadmap for delivering and changing services within financial constraints.
- 7.1.11 The Committee sought clarity on the future Committee calendar, specifically how it aligns with Board meetings and planning milestones, so that members can provide input at the most strategic points. Committee also requested clearer narrative in public documents, particularly on sensitive issues such as firefighter safety, to ensure accuracy and avoid misinterpretation.
- 7.1.12 The Committee questioned whether they should be involved in all seven planning processes listed in section 3.1.12 within the Planning document, specifically suggesting that involvement in Local Fire and Rescue Plans and Service Directorate Strategies may not be appropriate and proposed the Committee's role should focus on higher level assurance rather than detailed involvement in operational detail.
- 7.1.13 Business plans were required to comply with Section 3.1.11 and Appendix B in order to adhere to integrated governance standards. The Committee suggested that firefighter safety should be clearly stated as a mandatory requirement, not simply a “nice to have” optional benefit.
- 7.1.14 The Committee further noted Appendix B refers to “low value” activity within Prevention, where “low cost” appears to be the correct intended meaning and stressed that precise language was essential in an integrated planning and budgeting context.
- 7.1.15 The Committee discussed convening an SPCC meeting in March 2026 as suggested in section 3.3.3 of the Financial Planning document. It was agreed in principle that the meeting would proceed if it could meaningfully add to the process. The Committee supported this, as long as there was sufficient time for feedback before presenting to the Board.
- ACTION: BST**
- 7.1.16 The Chair requested that the Strategic and Financial Planning paper be refreshed to reflect Committee feedback, including clearer alignment between the strategy, delivery plan, financial plan, and improvements in relation to process, language and real world challenges. The refreshed paper did not require further Committee discussion but should incorporate the requested changes for assurance purposes.
- ACTION: MMcA**

7.1.17 Following circulation of the updated Planning Process Report, the Chair requested a review of SPCC meeting dates to ensure alignment with Board scheduling and key planning milestones.

ACTION: BST

7.1.18 **The Committee scrutinised the report with assurance as limited.**

7.2 DEVELOPMENT OF LOCAL PLANS

7.2.1 The Chair advised that during the recent Integrated Governance Forum (IGF) meeting, questions had been raised regarding the Local Fire and Rescue Plans, specifically whether the Service was receiving sufficient value from these plans given the substantial effort invested in their development.

7.2.2 RW explained that the development of Local Fire and Rescue Plans is a statutory obligation, intended to show how national priorities were implemented at local level and to reassure local partners of continued Service responsiveness. These plans must be regularly reviewed and updated to reflect both national strategies and local partnership priorities, noting that the Service was currently out of compliance due to delayed updates. RW described the development and consultation process, stressing the importance of local relevance and the significant effort from local teams. RW clarified that producing and delivering the plan fulfils the statutory duty, even if a local authority does not formally approve it.

7.2.3 The Committee raised concerns that updating Local Fire and Rescue Plans in areas affected by the SDR could create confusion or negative perceptions, suggesting plans in those areas might need to be delayed until SDR decisions were finalised to avoid overlap or conflict.

7.2.4 AW clarified Local Fire and Rescue Plans focus on outcomes for communities and should proceed independently of SDR decisions, acknowledging there may be challenges but viewing the two as separate processes. RW advised that LSOs were keen to progress and were aware of the potential challenges. Plans could still be prepared while awaiting SDR decisions.

7.2.5 The Committee emphasised that whilst Local Fire and Rescue Plans were valuable for demonstrating national respect for local needs, their true usefulness depends on the level of agency and empowerment felt by local staff to adapt and respond to local arrangements. AW agreed, noting the need to better articulate the contribution of local teams through their daily work, emphasising the role of leadership, staff development and providing appropriate tools which are critical in strengthening local ownership.

7.2.6 RW proposed providing the Committee with ongoing updates on progress, statutory compliance, and local partner engagement throughout the development and consultation process.

ACTION: RW

7.2.7 **The Committee scrutinised the report on the development of the Local Fire and Rescue Plans.**

7.2.8 *(The meeting broke at 1120hrs and reconvened at 1130hrs)*

8 CHANGE -

8.1 Portfolio Summary Report

8.1.1 HM presented the Committee with an overview of the Strategic Change Portfolio in the following areas - risk, interdependencies, costs and capacity to deliver.

- **Service Delivery Review programme** - timeline for decision now set, and work was ongoing to complete analysis.
- **Corporate Services Review** - marked Amber due to resource and funding challenges. Ongoing discussions around the development of the Outline Business Case (OBC) in relation to Corporate Business solutions.
- **Enabling Infrastructure Programme (EI)** - Integrated Command and Control System and payroll/availability modules for rostering were now successfully implemented; focus now shifts to computer aided dispatch (CAD) and also roster module. Delays have been experienced with user acceptance testing for the roster module which had dependency for the new mobilising system. The team were currently undertaking detailed planning for CAD and working closely with the rostering team to manage that risk. Change Request had been developed to address these issues, with details being finalised and close collaboration ongoing with the supplier and internal teams to minimise impact of delay. The Change Request will also confirm updated timelines for the roster module implementation.
- **Planning Risk** - Addressed in detail within the portfolio risk summary, focusing on the importance of having comprehensive plans that cover not just delivery schedules but also financial and communication plans, ensuring all are baselined for effective performance monitoring.
- **Resource and funding risk** - reflects the challenging budget situation, with ongoing discussions about how to deliver and fund change in future.
- **Portfolio risks and financial challenges** - actively monitored, with ongoing discussions about future, change, delivery and funding.

8.1.2 No specific new decisions or actions were recorded beyond continued monitoring, risk management, and assurance that delays and dependencies are being addressed.

8.1.3 CM confirmed six go-lives in respect of the rostering project, with payroll and availability now implemented nationally, marking the first national rollout for these modules. The current challenge was with the roster module, which involves complex crewing rules and some performance issues in development, but work was ongoing with the supplier to address these.

8.1.4 The Chair reflected on the contents of this paper, particularly his understanding on what "Closure of People, Payroll and Finance Project" means emphasising the importance not to lose sight of outcomes and ensure the topic is revisited when the Payroll PPF project is next discussed or reviewed.

8.1.5 **The Committee scrutinised the report with assurance as reasonable.**

9 PERFORMANCE – Curtis Montgomery

9.1 Portfolio Finance and Performance Update

9.1.1 CM summarised project costs and forecast for key programmes including Rostering, NMS, ESMCP and Corporate Service Review. Most projects are forecasting underspends against approved business cases, with explanations provided for variances (eg contingency not used, delayed supplier engagement, resource challenges).

- **Rostering Project:** under budget, with additional costs due to extended licensing and development work. The team were managing performance issues with the supplier and working on a Change Request for the roster module.
- **New Mobilising System:** Reporting significant underspend due to unused contingency and staffing efficiencies. Project on track, with dependencies on the computer-aided dispatch (CAD) component.

- **ESMCP:** This long-running project was funded in cycles by the UK government, with ongoing spend and dependencies on other systems.
- **Corporate Service Review:** Underspend was expected due to slower than planned Scottish Government engagement and project resourcing.
- **Service Delivery Review:** Reporting small overspend due to uniformed staff costs without allocated budget.
- **Benefits Realisation:** Projects are developing benefits realisation plans and toolkits, with ongoing alignment to business cases.
- **Risk and Assurance:** Red risks highlighted for enabling infrastructure (dependency management) and the impact of the financial position on the service delivery review. The committee noted some risk ratings may need to be revisited to reflect current realities.

9.1.2 The Committee questioned the relationship between the overall forecast underspend figure in paragraph 3.8.1 and the totals within table 3.8.2, noting discrepancy between the reported 2.51% underspend and calculation of just over 4%. The Committee requested clarification on how these figures relate and what the correct interpretation should be.

ACTION: CM

9.1.3 CM noted that the appliance withdrawal project would be removed from future reports.

9.1.4 **The Committee scrutinised the report with assurance as reasonable.**

10 RISK

10.1 Portfolio Programmes Risk Summary Report

10.1.1 HM presented the heat map of risks across portfolio programmes, highlighting red risks and noting each programme had control actions in place to manage risks and bring them in line with target impact and probability - further explaining the depth of planning was rated as red, especially given the financial position. This includes not just delivery schedules but also financial, communication, and other plans, with a focus on ensuring all were baselined for effective performance monitoring. Actions were being taken to develop and baseline plans for each initiative, as listed in the report.

10.1.2 The Committee expressed concern about the red risk for enabling infrastructure, specifically noting that the key issue was the potential lack of understanding of dependencies, and found the high probability rating for this risk alarming.

10.1.3 The Committee observed the risk rating for SFRS's emerging financial position required changes to the SDR and appeared surprisingly low given the current situation therefore suggested the risk rating should be considerably higher.

10.1.4 CM acknowledged the Committee's observations and would present feedback to the Programme Board for further discussion.

10.1.5 **The Committee scrutinised the report with assurance as reasonable.**

11 GENERAL REPORTS

11.1 SFRS Project Lifecycle Report

11.1.1 CM presented the Committee with an overview of the SFRS Lifecycle Project, highlighting recent developments to standardise governance, documentation, assurance, and reporting across the portfolio. The Lifecycle process aligned with Scottish Government standards. HM provided in depth explanation of the Project Lifecycle process, detailing its phases: new demand intake (where initiatives were identified and assessed), intake (defining change and developing business cases), planning (detailed delivery plans), delivery, and closure, emphasising the use of stage gates for assurance, with relevant documentation and reports reviewed at each stage by the Design and Assurance Forum.

11.1.2 The Committee questioned, if proportionality was being achieved, whether the lifecycle process could create excessive bureaucracy and slow down delivery, and urged urgent implementation of the "T-shirt sizing" model to tailor governance to project scale. Discussion arose around balance between rigor and agility, and whether the process supports timely and efficient project delivery.

11.1.3 The Committee requested feedback from staff using the process to ensure it is practical and enabling, not burdensome, and requested that the Portfolio Office engage with staff about their experiences with the process. CM acknowledged mixed views among staff, emphasising that the process was being adapted for proportionality through the "T-shirt sizing" model ensuring smaller projects were not overburdened, highlighting the Portfolio Office provides support and coaching to staff, and that the process is continually refined to balance rigor with agility. CM assured the Committee feedback from project teams was generally positive when support was available, but inexperienced staff may find the process challenging without guidance.

ACTION CM

11.1.4 HM explained the Lifecycle was designed to be flexible, with documentation and governance scaled to project size and complexity, confirming that only medium to large projects follow the full lifecycle, while smaller projects have lighter requirements. Both HM and CM stressed that the process was not final and would continue to be improved based on feedback and practical experience, aiming for the correct balance between control and efficiency.

11.1.5 **The Committee scrutinised the report.**

12 COMMITTEE ROLLING FORWARD PLANNING

12.1 Committee Forward Plan

12.1.1 The Committee considered and noted the Forward Plan.

12.2 Items for Consideration at Future IGF, Board and Strategy Days Meetings

12.2.1 No items were identified.

13 REVIEW OF ACTIONS

13.1 There were six formal actions recorded during the meeting.

14 DATE OF NEXT MEETING.

14.1 Prior to today's SPCC meeting, the decision was made to stand down the Special Private meeting scheduled for 18 Mach 2026, however, this decision remains subject to review.

14.2 The next full Public Committee meeting was scheduled for Thursday 14 May 2026.

14.3 There being no further matters to discuss, the public meeting closed at 1220 hrs.

(The meeting broke at 1220 hrs and reconvened in private session at 1230hrs).

PRIVATE SESSION

15. MINUTE OF PREVIOUS PRIVATE MEETING: 6 NOVEMBER 2025

15.1 The Committee approved the minute as an accurate record.

16. PRIVATE ACTION LOG

16.1 There were no outstanding actions.

17. PEOPLE, PAYROLL, FINANCE UPDATE

17.1 LMcG and LG presented the draft Outline Business Case (OBC) for Corporate Services Business Change; People and Finance to the Strategic Planning and Change Committee (SPCC) for scrutiny and feedback.

17.2 **The Committee scrutinised this report.**

DRAFT



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PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

THURSDAY 22 JANUARY 2026 @ 1000 HRS

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
Andy Watt (AW) Deputy Chief Officer
Deborah Stanfield (DS) Interim Director of Finance and Contractual Services
David Johnston (DJ) Risk and Audit Manager
Lynne McGeough (LMcG) Head of Finance and Procurement
Michael Oliphant (MO) External Audit (Audit Scotland)
Tommy Yule (TY) External Audit (Audit Scotland)
Adebayo Ladejobi (AL) External Audit (Audit Scotland)
Sean Morrison (SM) Internal Audit (BDO)
Robert Scott (RS) HMFSI
Chris Fitzpatrick (CF) Business Intelligence and Data Services Manager (Item 9 only)
Ian McMeekin (IMcM) Area Commander, Head of Service Delivery (West) (Item 11.2 only)
Greig Aitken (GA) Head of Digital and Technology Services (Item 18 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 Horricks, 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 Sarah O'Donnell, Deputy Chief Officer Corporate Services
Mark McAteer, Director of Strategic Planning, Performance and Communications

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

3.1 The Committee discussed and agreed that Item 18 (*Cyber Essentials*) and Item 19 (*Current Fraud Investigation*) would be heard in private session due to contents relating to confidential matters in line with Standing Orders Item 9G.

3.2 The Committee agreed that Item 11.2 (*Risk Spotlight: Vulnerabilities within the On Call Duty System*) would remain in the public session.

3.3 No further items were identified.

4 DECLARATION OF INTERESTS

4.1 For transparency, the following declarations of interests were recorded:

- Neil Mapes, due to family member applying for an On Call position.

4.2 There were no other declarations or conflict of interests made.

5 MINUTES OF PREVIOUS PUBLIC MEETING:

5.1 Thursday 23 October 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 23 October 2025 were approved as a true record of the meeting.**

6 ACTION LOG

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

Action 8.2.3 External Scrutiny Reports and Recommendations (23/10/2025): With regard to the Organisational Culture Vol 1 Action Plan, it was noted that this was expected to be available ahead of the next People Committee (5 March 2026). The action plan and update would be presented at that meeting.

Action 8.3.5 SFRS Progress Update/Management Response (19/06/2025) and Action 9.123 IA Report on Partnerships (25/06/2024): RW provided a verbal update on the development of the partnership guidance and self-assessment process. The Committee commented on the lengthy timescales involved in the development of the guidance. In general, the Committee queried the project planning methodologies and whether additional support was required in this area.

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 SM presented a report to the Committee which summarised the progress on the delivery of the 2025/26 Internal Audit Plan and the final Risk Management Report.

7.1.2 Progress Report

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

- Both the Corporate Governance and Risk Management final reports had been completed and presented at previous meetings.
- Budget Maintenance and Investment Prioritisation fieldwork was ongoing, and the final report would be presented at the next meeting (April 2026).
- PPE fieldwork was nearing completion, and the final report would be presented at the

next meeting (April 2026).

- Estates Management and Freedom of Information audits would commence in January 2026.
- Internal Audit Plan 2026/27 would be presented to the next meeting (April 2026).

7.1.3 In regard to the Budget Maintenance and Investment Prioritisation, SM outlined the audit's focus on transparency of governance processes and strategic alignment of investment prioritisation, co-ordination of business case reviews, and the importance of benchmarking benefits.

7.1.4 In regard to the PPE, SM commented on the need for compliance with PPE procedures, tightening of processes at station level and the benefits for moving from paper-based to electronic systems to enhance auditing and compliance. The Committee commented on the potential for the station audit process to be part of the assurance process and for this to be referenced within the report.

7.1.5 In regard to the Customer Satisfaction Survey KPI, the Committee noted the positive response and asked for consideration to be given for including a summary in future reports.

7.1.6 Risk Management Final Report

SM provided a summary of the outcome of the Risk Management audit and highlighted the strong foundations and strategic focus. The audit had been given a Moderate assurance rating. SM provided an overview of the recommendations which included further embedding of risk processes, amendments to the policy, improved training, and system enhancements.

7.1.7 DS acknowledged the positive audit and reminded the Committee of the significant work already undertaken, by David Johnston, to drive improvement. The recommendations were accepted and would be progressed as appropriate.

7.1.8 The Committee welcomed the report and the reflection of the work already undertaken. The Committee commented on the Board's annual review of strategic risks and whether this was sufficient.

7.1.9 In regard to Finding 1 Strategic Risk, SM noted that the timescale would be determined by the Strategic Leadership Team's approach and could be completed sooner than indicated.

7.1.10 In regard to Finding 2 Risk Management System, the Committee suggested that the Service engage with Scottish Ambulance Service to discuss their new system.

7.1.11 In regard to Finding 5 Risk Management Policy, the Committee noted that a de-escalation forecast would be helpful as it would help assess any mitigation measures in place.

7.1.12 Brief discussion took place on the viability of the current risk management system and the development of a risk management dashboard which included automated reporting abilities.

7.1.13 It was noted that the contents page had incorrectly recorded that this report was presented to the Committee for noting, instead of for scrutiny.

7.1.14 The Committee commented on the alignment between risk, strategic objectives and performance indicators. Consideration to be given to provide a combined performance and risk report. The Committee requested an update on the progress of automating the risk management system.

ACTION: DJ

7.1.15 **The Committee scrutinised the progress report and final report.**

7.2 **SFRS Progress Update/Management Response**

7.2.1 SM presented a report to the Committee and outlined the status of the recommendations raised by Internal Audit and the following key points were highlighted:

- One action had been closed during this reporting period.
- Twenty one actions remained open with five actions being added during this quarter.
- Overview of progress being made against actions noting several were nearing completion.
- Proposal for a mini audit on contract management in 2027 to measure whether improvements have been embedded. Update on existing action and proposal to be provided at the next meeting.

7.2.2 In regard to Action 1.2 (testing of fraud response plan), SM proposed that this action be closed without testing due to the unknown timescale involved. DJ reminded the Committee that the new Fraud Response Plan had been developed based on learned experience. The Committee noted the position and agreed to close this action.

7.2.3 DJ commented on the increased level of engagement and improved approach to recommendations and extended his thanks to BDO.

7.2.4 **The Committee scrutinised the update report and the progress being made.**

8 **EXTERNAL AUDIT**

8.1 **External Scrutiny Reports and Recommendations**

8.1.1 RW presented the report to the Committee to provide an initial overview of external scrutiny providers working with the Service. The following key points were highlighted:

- Importance of assurance mapping, the current approach being taken and the links to the Performance Management Framework.
- Increasing awareness of the value added by external assurance and its impact on effective management by evaluating outcome and benefits of recommendations being made.
- Use internal processes such as Value of Organisational Assessment (VOA) process.
- Discussions and agreement at the recent Corporate Board to refine assurance processes and work has commenced with Head of Functions.
- Intention to review the current process mapping, identify and improve ways of recording and action planning against both external and internal recommendations. Creation of a centralised location to ensure co-ordination and overview on all sources of assurance.

8.1.2 The Committee commented on the potential of recording the different categories separately, ie mandatory, optional/organisational learning, compliance, benchmarking, etc.

8.1.3 The Committee queried how the assurance system would fit within the broader strategic evaluation to ensure that all aspects were sitting in the right place and how it would be reviewed. The Committee also queried how this would be presented to the Committees and the Board for assurance purposes.

8.1.4 RW advised that the assurance process and presentational aspects were still being refined. RW noted that continuous improvement remained central to the development of the assurance management system

8.1.5 The Committee noted that the 'as is' and 'to be' approach was fundamental, including the importance of identifying what requires assurance and implementing suitable filters, as well as consideration of 4th line of defence activities.

8.1.6 Within Appendix A, the Committee suggested that the first column be renamed Sources of External Assurance (currently External Auditors).

8.1.7 **The Committee scrutinised the report.**

8.2 HMFSI Inspection Action Plans Update

8.2.1 RW presented a report to the Committee to provide an overview update of the current HMFSI inspection action plans. The following key points were highlighted:

- Twenty one out of the 26 actions plans were complete with 5 live action plans remaining.
- Mental Health and Wellbeing Support: BRAG rating was red with an estimated 60% completion status. Reasons for delayed completion were outlined.
- West Service Delivery Area: BRAG rate was green with an estimated 85% completion status. Of the 8 actions remain live, 3 were categorised as amber and 5 green.
- Ongoing development of action plans for the North Service Delivery Area, Operational Assurance and Organisational Culture Volume 1.

8.2.2

In regard to the Mental Health and Wellbeing action plan, the Committee noted the need to clearly articulate the risks associated with realigning resources as well as greater risks for not realigning resources. RW noted the comments and would consider this for future reports. SS noted that the associated risks of not taking further action should be clearly captured and include links to other factors such as budget settlements. SS further noted that capturing these risks transparently within all documentation was essential to ensure the organisation remains aware of potential exposures and the rationale behind resource allocation decisions.

8.2.3

RW reminded the Committee that the red status related to the action plan delays and actions not being progressed as intended. The Committee was offered assurance that this area remained a priority for the Service and was subject to regular scrutiny by management.

8.2.4

Referencing Agenda Item 8.1, the Committee commented on the potential for this report to be extended beyond HMFSI to cover other external reports/recommendations within one succinct report. This report would provide a comprehensive overview of assurance needs, identify where assurance would come from and audit recommendation follow up. RW noted that this was the intention and would endeavour to bring something forward at the next meeting.

8.2.5

ACTION: RW

The Committee scrutinised the report.

*(Meeting broke at 1134 hrs and reconvened at 1144hrs)
(C Fitzpatrick joined the meeting at 1144 hrs)*

9 AUDIT AND RISK ASSURANCE COMMITTEE QUARTERLY PERFORMANCE Q2 2025/26

9.1 CF 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:

- Section 3, points 3.3 to 3.7, reported on 8 key quarterly KPIs for the period from April to September 2025. During this reporting period, none of the KPIs signalled exceptional variation. One KPI was categorised as deteriorating, but achieved its target value (85%) for quarter 2
- Additional commentary was provided for KPIs 41 and 42, referencing challenges related to resource availability however, recruitment of a contractor had contributed to improvements in both service desk incidents and requests.
- Improvements were noted in KPI40 (invoices paid within 30 days) which was reported at 95%.
- No changes were recorded in KPI35 (Cyber security) and KPI 37 (data breaches).

9.2

In regard to KPI 41, the Committee commented on the conflicting information within the covering report and narrative. DS offered her assurances to the Committee on the

improvements being made in quarter 3 with both KPI 41 and 42 now recording about 85%. DS noted that the situation had been improved by the recruitment of a contractor and advised that recruitment for a permanent post was ongoing.

9.3 In regard to KPI 36 (subject access requests) and 38 (FIO requests), the Committee noted the lack of sufficient progress and sought assurances on performance. SS offered his assurance that this remained a focus for the Service. Brief discussion took place on the increased volume and complexity of requests, ability to apply exceptions when appropriate, and proactively publish information. RW advised that performance figures for December had increased to circa 90%. The Committee commented on the potential for actual numbers behind the performance percentages be provided in future reports to aid understanding. CF reminded the Committee that the Power BI dashboard provided the ability to switch between percentages and actual numbers. CF noted that current requests were circa 500 per quarter, which was an increase from the historic average of 400.

9.4 In regard to the Performance Management Framework, RW provided an update on the progress and noted that it would be submitted to the Strategic Leadership Team (SLT) in February 2026 for approval.

9.5 **The Committee scrutinised the report.**

(C Fitzpatrick left the meeting at 1202 hrs)

10 FRAUD REPORT Q3 2025/26

10.1 DS presented the Quarter 3 Fraud Report to the Committee for scrutiny. The following key points were highlighted:

- No reported fraud incidents during this reporting period.
- Update on the fraud control environment, improving awareness and prevention.
- One potential fraud had recently been reported and an investigation had commenced. Further update to be provided in the private session.
- Completion of mandatory training modules will continue to be tracked and reported. The ability to assess the impact of this training is not yet available due to insufficient time.

10.2 DJ noted that the mandatory modules were launched in April 2025 and there had been a steady increase in completion rates. Fraud awareness sessions had been provided across the Service to reinforce requirements and responsibilities.

10.3 In regard to resources related to online compliance training, AW noted that this was a challenge for operational personnel, mostly On Call, due to other mandatory operational training.

10.4 Brief discussion took place on the current compliance rate of 95%. The rate was considered good and accounted for abstraction rates, sickness, movement of staff, etc. While 100% compliance remained the ideal, the 95% target was considered both realistic and achievable under current circumstances.

10.5 **The Committee scrutinised the report.**

11 INTERNAL CONTROLS UPDATE

11.1 Risk Report Update

11.1.1 DJ presented the overview report of the current risks highlighted by Directorate to the Committee for scrutiny. The following key points were highlighted:

- Strategic Leadership Team (SLT) to commence a programme for 2026/27 focussing on horizon scanning and deep dive into directorate risk registers.
- Benefits of risk spotlighting at Executive Boards, Committee and SLT levels.
- Ongoing development of risk registers to support increasing maturity of risk

management.

- Regular meeting held with Directorates to discuss updates and changes to risk ratings and control actions.
- Progress update on future automated reporting.

11.1.2 In regard to SPPC004, the Committee queried the timescale for this work recommencing. RW advised that some progress had been made in the resourcing this area and development of governance framework. The timescale for completion was unknown.

11.1.3 In regard to FCS005, the Committee queried whether this risk had progressed into an issue and the governance route for scrutiny of the 3-year medium financial plan. DS provided an overview of the work undertaken on the medium-term financial plan and ongoing developments. DS noted that the budget approach would be submitted to a Strategy Day in February 2026 ahead of final approval of the budget by the Board in March 2026.

11.1.4 The Committee commented on the pace of work relating to cyber security risks and agreed to discuss further in the private session.

11.1.5 In regard to FCS019, the Committee queried the impact on the risk for critical systems following the successful launch of the new mobilising system. AW reminded the Committee that the implementation of the new mobilising system was ongoing. The fragility of the ageing systems had raised some issues; however, these would continue to be managed appropriately.

11.1.6 Discussion took place on the completion of mandatory and compliance related training, limited resources and budget. It was noted that this had also been discussed at the People Committee. SS noted that BDO's report had raised the issue of distinguishing budgets and risks for both development needs and compliance requirements.

11.1.7 It was noted that the summary for risk spotlights presented at Committees had not been included within this report. DJ confirmed that this would be included within the next report.

11.1.8 **The Committee scrutinised the report and noted the continuing progress being made.**

(I McMeekin joined the meeting at 1235 hrs)

(A Watt left the meeting at 1235 hrs)

11.2 **Risk Spotlight: Vulnerabilities within On Call System**

11.2.1 IMcM presented a risk spotlight to the Community on the vulnerabilities within the On Call System and highlighted the following key points:

- Outline of the scale and complexity of the on-call duty system including the payment structure.
- Vulnerabilities relating to the risk of inappropriate or fraudulent claims, both intentional and unintentional.
- Operational risks relating to reduced appliance availability and crewing levels.
- Introduction of multi-level assurance from station through to senior leadership to strengthen oversight and governance.
- Improved control measures relating to reviewing financial procedures, verification processes, standardised record keeping and increased organisational awareness/training.

11.2.2 The Committee noted and welcomed the comprehensive report which focussed on both the financial risk and operational implications.

11.2.3 The Committee commented on the turnover of staff, in particular managers and queried whether analysis had been undertaken on the frequency and justification for managers

overriding the system. IMcM noted that the strengthening of induction and continual development of managers, with exception reporting and revised processes intended to support consistency and assurance

11.2.4 The Committee queried the timescale for the programme to reach a position where assurances could be taken that appropriate measures were in place, and how the station audit process could support ongoing assurance. IMcM advised that the programme was nearing completion. A review would be undertaken of the current programme and future plans. IMcM outlined how station audits would form part of the assurance process.

11.2.5 The Committee noted that there was no specific risk for On Call on the register. DJ advised that the spotlight linked to a broader fraud risk (referenced as SCS 011 – possibility of fraud going undetected), with a holistic approach suggested to ensure this work is captured among organisational controls and mitigations.

11.2.6

The Committee scrutinised the report

11.2.7 *(I McMeekin left the meeting at 1257 hrs)*

12 REPORT FOR INFORMATION ONLY:

12.1 Routine Update Report on HMFSI Business

12.1.1 RS 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:

- Completion of the 3 Service Delivery Area (SDA) Inspection.
- Plans for inspections of Corporate Functions have been postponed due to internal resource constraints and to avoid duplication with other audit activities.
- Update on the thematic inspection of Operational Training and Development noting the first draft would be available in February 2026. Final report to be published and laid in Parliament in June 2026.
- Thematic inspection on Organisational Culture (Volume 2) has commenced with early discussion and the inspection outline drafted. Anticipated timeline for the final report being available in Autumn 2026.
- Focussed Report on Preparedness for the Commonwealth Games was progressing, and the final report would be published in Spring 2026.
- Overview of the changes of personnel within the HMFSI team.

12.1.2 In regard to local partnership working, RS advised that the intention was to engage with stakeholders and partners during inspections. Within the 3 SDA reports, these interactions were documented. RS further noted that there was a need to highlight partnership arrangements and evaluate the return on this investment.

12.1.3 In regard to the thematic inspection of Operational Training and Development, the Committee welcomed the recognition of the effort and commitment of personnel within the report. The Committee also welcomed the comments relating to resources but recognised the dependency on how the budget would impact on this.

12.1.4 **The Committee noted the report.**

13 REVIEW OF ACTIONS

13.1 It was confirmed that 2 formal actions were recorded during the meeting.

(M Smith left the meeting at 1315 hrs)

14 FORWARD PLANNING

14.1 a) Committee Forward Plan Review

14.1.1 The Committee considered and noted the Forward Plan.

- 14.1.2 In regard to the Carbon Management Plan, DS advised that this had been delayed due to the budget announcement and it was scheduled to be brought to the February Strategy Day.
- 14.1.3 The Committee commented on the complexity of the information being presented within the reports. The Committee noted that as the meeting papers were published on the SFRS website, consideration should be given to ensure that the content was accessible and understandable for the public.
- 14.2 **b) Items for Consideration at Future IGF, Board and Strategy Days Meetings**
- 14.2.1 No items were identified.

15 DATE OF NEXT MEETING

- 15.1 The next public meeting is scheduled to take place on Tuesday 9 April 2026 at 1000 hrs.
- 15.2 On behalf of the Committee, the BB thanked MW for her contribution throughout her tenure on the Committee and offered his congratulations on her recent appointment to the role of Chair of the Board.
- 15.3 There being no further matters to discuss the public meeting closed at 1315 hrs.

(Public meeting broke at 1315 hrs and reconvened in Private session at 1320 hrs)

PRIVATE SESSION

16 MINUTES OF PREVIOUS PUBLIC MEETING:

16.1 Thursday 23 October 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 meeting held on 23 October 2025 were approved as a true record of the meeting.

17 ACTION LOG

- 17.1 The Committee considered the action log and noted the update.

Action 18.3 External Auditors' Report on the 2024/25 Audit (23/10/2025): DS confirmed that the SFRS and Cyber Essential (+) report (agenda item 18) was the response to this action.

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

(G Aitken joined the meeting at 1320 hrs)

18 SFRS AND CYBER ESSENTIALS (+)

- 18.1 GA presented the report outlining the current position and roadmap of Scottish Fire and Rescue Service (SFRS) in seeking Cyber Essentials/Plus cyber security accreditation for information.

- 18.2 **The Committee noted this report was presented for information only, but it should be for scrutiny.**

(G Aitken left the meeting at 1351 hrs)

19 CURRENT FRAUD INVESTIGATION

19.1 DJ provided the Committee with a verbal update to the ongoing fraud investigation

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

There being no further matters to discuss the private meeting closed at 1356 hrs.

DRAFT



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 11 DECEMBER 2025 @ 1300 HRS

VIRTUAL (MS TEAMS)

PRESENT:

Mhairi Wylie, Chair (MW)
Neil Mapes (NM)
Madeline Smith (MS)

Andrew Smith, Deputy Chair (AS)
Malcolm Payton (MP)

IN ATTENDANCE:

Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Sarah O'Donnell (SO'D)	Deputy Chief Officer Corporate Services
Jim Holden (JH)	Head of Safety and Assurance
Lyndsey Gaja (LG)	Head of People
Ross Robison (RR)	Deputy Assistant Chief Officer, Head of Training
Michael Humphreys (MH)	Area Commander, Safety and Assurance
Stuart Watson (SW)	Area Commander Workforce Planning (Item 8.2 only)
Andrew Girrity (AG)	Head of Service Delivery (East) (Item 8.3 only)
Ceri Dodd (CD)	Deputy Head of People (Item 9.1 only)
Kirsty Darwent (KD)	Chair of the Board
Chris Casey (CC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS

John McKenzie, Fire Brigades Union (FBU)

1 CHAIR'S WELCOME

- 1.1 The Chair opened the meeting and welcomed those present and 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. This meeting would be recorded for minute taking purposes only.
- 1.3 Due to the volume of business, the Chair advised that all papers would be taken as read.

2 APOLOGIES FOR ABSENCE

- 2.1 Andy Watt, Deputy Chief Officer
David Farries, Assistant Chief Officer, Director of Operational Delivery
Fiona Ross, Director of People

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

3.1 The Committee discussed and agreed that the *Key Case Update* verbal report would be heard in private session due to the small number of individuals involved and confidentiality and in line with Standing Orders (Item 9D). The *Overview of Safecall Confidential Reporting Line and Analysis of Themes* report and draft minutes/verbal update of the *Remuneration, Appointments and Nominations Sub Committee* would be taken in private due to the confidential nature of the issue (Item 9G).

3.2 No further items were identified.

4 DECLARATIONS OF INTERESTS

4.1 No conflicts of interest were declared.

5 MINUTES OF PREVIOUS MEETING: THURSDAY 11 SEPTEMBER 2025

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

5.2 **The minutes of the meeting held on 11 September 2025 were approved as a true record of the meeting.**

5.2 Matters Arising

5.2.1 No matters arising from the minutes of the previous meeting.

6 ACTION LOG

6.1 The Committee considered the Action Log noting the updates and agreed the closure of completed items.

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

7 PERFORMANCE MANAGEMENT FRAMEWORK (PMF) QUARTERLY PERFORMANCE 2025/26 Q1

7.1 The PMF Quarterly Performance 2025/26 Q1 report was presented to the Committee for scrutiny of KPIs 22–29 (Training), KPIs 46–49 (People) and KPIs 50–56 (Safety & Assurance). The report and was taken as read.

7.2 LG advised the Committee that the Retained Duty System (RDS) full time equivalent (FTE) was noted as long term deterioration over the period within the report. The overall position had remained stable for the last 9 consecutive quarters.

7.3 **The Committee scrutinised the report.**

8 PEOPLE: WORKFORCE DEVELOPMENT AND WELLBEING

8.2 Wholetime Firefighter Recruitment

8.2.1 SW presented an overview of the Wholetime Firefighter (WTFF) recruitment activity in progress for the next intake in March 2026. This will enable the Committee to maintain oversight of the recruitment approach ensuring it is aligned to strategic objectives, financial considerations and the operating context. The following key points were highlighted:

- Total of 116 candidates at medical stage.
- Recent campaign generated 1600 applicants in a short timeframe, of which 16% were female.
- Overview of the lessons learned from Phase 1 and the improvements being made within Phase 2.
- Development of a 3-year delivery plan to improve processes.
- Embedding of the Recruitment Selection Framework within the People Strategy.

8.2.2 In regard to benchmarking, SW noted that the Service were performing well and would continue to engage with Police Scotland to improve processes.

- 8.2.3 In regard to unconscious bias, SW noted that the introduction of the AI tool, Alice, would help to reduce the risks during application sifting. SW further noted that the Service would continue to engage and encourage applications from females and BME groups. LG reminded the Committee that the Service would continue to challenge itself to review and implement improvements in incremental phases. LG outlined the improvements already introduced during the selection and testing processes.
- 8.2.4 In regard to drop out rates, LG advised that this was lower for BME candidates than white candidates at the shortlisting stages. It was noted that the process was pass or fail at assessment days, with some candidates unable to progress due to injury.
- 8.2.5 SW advised the Committee that of the 116 candidates, 72 successful candidates would commence in March 2026 with a further cohort commencing later in the year. SW noted the intention for more regular campaigns which would help to improve standards and diversity within candidates.
- 8.2.6 The Committee commented on the timescale for the Service to reach targets, such as 30% female or 20% BME workforce, using the current recruitment model, and agreed to revisit this in a future meeting.
- 8.2.7 The Committee recognised the work undertaken and the improvements made to date.
- 8.2.8 **The Committee scrutinised the report.**

(S Watson left the meeting at 1325 hrs)

8.1 People Performance Report Quarter 2 2025/26

- 8.1.1 LG presented the People Performance Report Quarter 2 2025/26 to the Committee for scrutiny of the People KPIs from the PMF and the further details within the People Performance Report. It was noted that the report contained updates on the strategic people priorities, absence rates within Operations Control (OC), organisational culture and leadership programme, wholtime firefighter recruitment and support for Service Delivery Review.
- 8.1.2 In regard to the Support Staff pay award, LG advised that both Unite and Unison confirmed an overwhelming acceptance of the offer by their members.
- 8.1.3 In regard to OC absence benchmarking, LG advised that OC absence rates were higher than the UK public sector average however, they were comparable to Police Scotland and NHS. LG noted the 2 main reasons for long-term absence were surgical and psychological, and commented on the work underway to support mental health and wellbeing of OC staff. AG outlined the enhancement plan in place which focuses on attendance management, training, stress awareness and proactive wellbeing support. AG reminded the Committee of positive reasons for abstraction which are linked to the training for trainees and the new mobilising system. CMcG noted that part of the OC improvement plan, included the integration of an OC staff member within the training function to help develop training materials.
- 8.1.4 The Committee commented on the potential for best practice within OCs to be discussed at a future Reform Collaboration Group (RCG) meeting. SO'D noted and agreed to raise this at a future meeting.
- 8.1.5 In regard to On-Call and Volunteer Staffing, the Committee commented on the impact of low activity levels on operational experience. AG advised that this was not limited to rural/remote areas and that the main control measure for maintaining competence, was training. AG noted that remote areas pose additional challenges, and the Service's need to work innovatively to ensure standards are maintained.

- 8.1.6 The Committee commented on the selection of Strategic People Priorities and asked for consideration to be given to include a brief explanation outlining the rationale for each selected item in future reports.

ACTION: LG

- 8.1.7 In regard to the Volunteer Duty System (VDS), the Committee sought clarification on headcount and FTE numbers. LG explained that every volunteer represented one FTE due to the unspecified availability requirements. AG noted that the VDS was not as formalised as On Call and that this difference had been recognised for future review. AG confirmed that the Target Operating Model (TOM) for VDS was based on legacy approaches. It was agreed that a further update would be brought to the next meeting (March 2026) and be incorporated into the planned risk spotlight on Rural Firefighter Staffing.

(S O'Donnell left the meeting at 1355 hrs)

- 8.1.8 In regard to On Call Migration courses, LG advised that there were 36 places currently available due to capacity within training and budgets. LG noted that work would continue to process successful candidates, however the Service remained mindful of the impact on On-Call availability.
- 8.1.9 In regard to the Corporate Services Review, LG advised that this would be brought to this Committee, once it had progressed through the executive governance route.
- 8.1.10 The Committee commented on the benefits of including run charts to help identify absence trends. LG confirmed that these would be included in future reports.

8.1.11 The Committee scrutinised the report.

8.3 Leadership and Management Development

- 8.3.1 LG and AG presented the report which provided an overview and update of the Leadership and Management Development (M&LD) Taskforce's work and next steps.
- 8.3.2 LG advised that proposals had been put forward for external support to augment internal resources, however, these were dependent on budget allocation. An update would be provided at the next meeting (March 2026).

ACTION: LG

- 8.3.3 The Committee commented on the incorporation of mentoring and coaching. LG noted that this was an area of focus, outlined the potential range of support that could be provided and the longer-term opportunities. LG further noted that investment in this area may be dependent on budget allocation.
- 8.3.4 CD explained how participants on the previous management development programme would transition onto the Leadership Essential course. CD indicated that the spine of the programme was built around 4 modules and these newer modules would help to address the difference between leadership and management. It was noted that the Service were being ambitious but also realistic in the medium and long-term plans.
- 8.3.5 LG advised that the existing management and leadership development programme would continue for both supervisory and middle management levels and noted the level of interest across the Service.
- 8.3.6 The Committee scrutinised the report.**

(A Girrity left the meeting at 1422 hrs)

9 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

9.1 Organisational Culture and Leadership Programme Update

9.1.1 CD presented the report which provided an overview of the Organisational Culture and Leadership Programme's work and next steps.

9.1.2 The Committee commented on the need for greater clarity regarding the exact meaning of outcomes and queried the grouping of categories of priority projects, in particular Empowerment, Recognition and Psychological Safety. The Committee sought to understand whether the recommendations from the HMFSI Organisational Culture Report were being considered within this work.

9.1.3 CD noted that this update had been provided to assure the Committee that progress was being made, outline timelines and present the revised draft outcomes vision. CD outlined the next steps which included a workshop next week to narrow down our activities for Phase one, refining the vision and convening an Advisory Group and Programme Board in January 2026. CD noted the comments and welcomed any further feedback.

9.1.4 CD advised that pulse surveys would be used to measure the programme outcomes, that all HMFSI reports would be considered in the programme's development and an update on the implementation timescale would be brought to the next meeting.

ACTION: LG/CD

9.1.5 The Committee commented on their role in scrutinising the impact of this programme and how information would be captured and presented.

9.1.6 The Committee noted that they had hoped to review the HMFSI culture report before now and requested that it be presented at the next meeting (March 2026).

ACTION: LG

9.1.7 **The Committee scrutinised the report.**

(C Dodd left the meeting at 1436 hrs)

(Meeting broke at 1436 hrs and reconvened at 1444 hrs)

10 TRAINING

10.1 Training Function Update and Performance Report Quarter 2 2025/26

10.1.1 CMcG, introduced RR who presented the high-level overview of the Training function activity and performance over Quarter 2 2025/26 and highlighted the following key points:

- Significant progress and investment within the training estate, particularly Dundee airport, Perth Training Centre, Stornoway and Dreghorn.
- Hosted London Fire Brigade (LFB) in relation to operational competence.
- Hosted CPD events in collaboration with the UK Rescue Organisation.
- Improvement and good progress to address the resource challenges with only one substantial vacancy across the function.
- Overview of the improvements relating to BA Competence, Driver Training and Specialist Skills levels.
- Future focus would be the transition to tactical firefighting and driver training.

10.1.2 The Committee acknowledged the ongoing work and improvements being made.

10.1.3 Brief discussion took place on the current data systems being used, the need to improve and change to an automated reporting system to allow greater scrutiny and interrogation.

10.1.4 In regard to core skills for On Call and Volunteers, RR noted the geographical challenges involved. RR indicated that course planning aims to address identified gaps by the end of Q4.

10.1.5 RR informed the Committee that the function remains innovative in its approach to training delivery. He indicated that, with enhanced resourcing, measurable improvements are expected to be reflected in forthcoming reports.

10.1.6 **The Committee scrutinised the report.**

11 SAFETY AND ASSURANCE

11.1 Safety and Assurance Performance Report Quarter 2 2025/26

11.1.1 JH presented the Safety and Assurance Performance Report Quarter 2 2025/26 to provide an update on key projects of work across the function to support Safety and Assurance Key Performance Indicators (KPIs). The following key areas were highlighted:

- Withdrawal of COVID-specific documents, embedding controls into business as usual, and reissuing guidance in response to recent flu outbreaks.
- SMARTEU and National wildfire debriefs.
- Wellbeing update: Medical and fitness assessment were reporting circa 95% compliance rate. Asbestos Medicals to commence in January 2026. Re-establishment of the Mental Health and Wellbeing Group. Numbers of Wellbeing Champions within the Service.
- Recent decline in Reporting of Near Misses, work continues with Service Delivery Areas to promote the importance of reporting. Engaging with other services to share and identify any learning opportunities.
- Imminent republication of the Low-Speed Manoeuvre Handbook.
- Debrief actions: Total of 75 actions were taken forward within the last 3 months.

11.1.2 Having previously scrutinised the Safety and Assurance Annual Report prior to final publication, the Committee acknowledged the finalised version which has been submitted for information only.

11.1.3 In regard to the Wellbeing Champions, JH advised that these individuals were dispersed across the Service and the intention was to continue to increase the numbers.

11.1.4 In regard to the new Colour Vision practical assessment, JH advised that improvements have been made to the 2 sites to allow functional tests to be carried out. JH noted that standard colour vision tests have been and would continue to be carried out.

11.1.5 Brief discussion took place on the level of assurance in the report and asked what else was needed to achieve substantial assurance.

11.1.6 **The Committee scrutinised the report.**

11.2 Contaminants Update

11.2.1 CMcG presented the report to the Committee to provide an update on the management of contaminants for scrutiny.

11.2.2 CMcG advised that the installation of airing cages and rails was well advanced, with completion of Phase 1 expected by the end of the financial year. The programme was being implemented in phases, with future work planned for stations with lower activity levels.

11.2.3 The Committee requested detailed updates on the roll out programme to be included within future reports.

ACTION: CMcG

11.2.4 **The Committee scrutinised the report.**

12 AUDIT/INSPECTIONS

12.1 HMFSI Mental Health and Wellbeing Support in the Scottish Fire and Rescue Service Action Plan Update

- 12.1.1 MH presented the report updating the Committee on the progress against the Mental Health and Wellbeing Support action plan for scrutiny.
- 12.1.2 In regard to Action 4 (Suicide Prevention subgroup), MH explained the reasons for this action being closed. MH noted that the re-established Mental Health and Wellbeing Group would reconsider the original action plan and proposed subgroups.
- 12.1.3 In regard to Chaplaincy services, MH noted that this service was accessible to all staff members, regardless of denomination, and was provided upon request only. Consideration would have to be given to extend to other denominations. MH outlined the wider support and wellbeing services available to staff such as the Wellbeing Champions and Firefighters Charity.
- 12.1.4 MH noted that following the reinstatement of the Mental Health Group, the action plan would be reconsidered, and updates would be provided at future meetings.
- 12.1.5 **This report was presented for information only.**

12.2 Evaluation of Physiotherapy Services

- 12.2.1 MH presented the report updating the Committee on the delivery of physiotherapy and rehabilitation services in the Service for information.
- 12.2.2 The Committee sought clarification on the benefits and financial savings realised. MH outlined the financial savings but noted that these could not be solely attributable to physiotherapy. MH highlighted additional benefits such as quicker intervention and shorter periods of absence.
- 12.2.3 The Committee commented on the vulnerabilities with such a small team. JH noted that additional resource would be helpful and the wider structure and priorities of the health and wellbeing function was being considered.
- 12.1.4 **This report was presented for information only.**

13 PEOPLE COMMITTEE RISK REGISTER

13.1 Committee Aligned Directorate Risk

- 13.1.1 The Risk Report, identifying Directorate risks and controls pertinent to the business of the Committee. The report contained information on risks rated above and below 15 and their aligned risk appetite.
- 13.1.2 In regard to POD024, the Committee noted that the risk description did not articulate the actual risk. LG advised that the following text should have been included *“resulting in insufficient resources to support strategic workforce development, leadership capacity building and future capability needs. This may hinder the organisation's ability to adapt to evolving business needs to innovate and to achieve its long-term strategic goals”*. This would be updated in future reports.
- 13.1.3 The Committee commented on the potential need for a specific risk to be raised relating to the organisation not achieving the right culture and queried whether this was sufficiently captured in existing risks.
- 13.1.4 LG advised that, since the report has been circulated, risk POD021 had been closed and a new risk relating to challenges around People Systems had been raised. LD further advised that 10 controls had been closed and control actions for POD020 had been revised.

- 13.1.5 LG advised that the Learning and Development budget underspend had decreased to £90,000 and is expected to be used by year-end.
- 13.1.6 In regard to TSA018, CMcG confirmed that the action had been closed.
- 13.1.7 In regard to TSA019, CMcG advised that the review of facilities at Dundee Airport had been undertaken and remedial works were being carried out.
- 13.18 The Committee commented on the placement of the Risk Report Update on the agenda and consideration would be given to taking this earlier at future meetings. It was noted that the Committee would continue to identify risk spotlights and consideration would be given to a wider range of topics.
- 13.1.9 Brief discussion took place on the scoring and weighting of risks, risk appetite and the different lens that they are viewed through.
- 13.1.10 **The Committee scrutinised the report.**

14 PARTNERSHIP WORKING

14.1 Employee Partnership Forum (EPF)

- 14.1.1 MW advised the Committee that the last scheduled meeting on 13 November 2025 was stood down.
- 14.1.2 **The Committee noted the verbal update.**

14.2 Partnership Advisory Group (PAG)

- 14.2.1 The Committee were advised that the last scheduled meeting was held on 4 November 2025. The single agenda item related to Attraction, Recruitment and Progression of Female Firefighters and discussions relating to the Campaign for 52 were ongoing.
- 14.2.2 **The Committee noted the verbal update.**

15 FORWARD PLANNING

15.1 Committee Forward Plan Review

- 15.1.1 The Committee considered and noted the Forward Plan.
- 15.1.2 Risk Spotlight Rural Firefighter Staffing to incorporate details on the VDS (March 2026)
- 15.1.3 **The Committee noted the Forward Plan.**

15.2 Items for Consideration at Future IGF, Board and Strategy Meetings

- 15.2.1 There were no items identified.
- 15.2.2 In regard to the RCG and OC, the Chair noted that further discussion would be held off table initially.

16 REVIEW OF ACTIONS

- 16.1 CC confirmed that formal actions were recorded during the meeting.

17 DATE OF NEXT MEETING

- 17.1 The next meeting is scheduled to take place on 5 March 2026.
- 17.2 There being no further matters to discuss, the public meeting closed at 1545 hrs.

REPORTS FOR INFORMATION ONLY:

The following reports were provided for information only and were taken as read.

- Safety and Assurance Annual Performance Report 2024-25
- People Policy Review Schedule Update
- Training Continuous Improvement Programme – Update Report
- Training Function Policy Review Schedule
- Safety and Assurance Documents Forward Planning Schedule
- Learning and Development Update Q2 2025-26

(Public meeting broke at 1546 hrs and reconvened in Private session at 1552 hrs)

PRIVATE SESSION)

18 MINUTES OF PREVIOUS PRIVATE MEETING: THURSDAY 11 SEPTEMBER 2025

18.1 The minutes of the private meeting held on 11 September 2025 were approved as a true record of the meeting.

19 PRIVATE ACTION LOG

19.1 The Committee noted that there were no outstanding actions.

20 REMUNERATION, APPOINTMENTS AND NOMINATIONS SUB COMMITTEE (RANSc) UPDATE

20.1 The draft minutes of the RANSc meeting on 11 September 2025 had been circulated to the Committee and a verbal update from the meeting on 11 December 2025 was provided.

20.2 **The Committee noted the draft minutes and verbal update.**

21 OVERVIEW OF CALLS TO SAFECALL CONFIDENTIAL REPORTING LINE AND ANALYSIS OF EMERGING THEMES

21.1 LG presented an update report to the Committee to provide an overview of the volume of reports that have been received via the Safecall Confidential Reporting line and an analysis of themes, as well as improvements made and planned to show how Safecall complaints were managed.

21.2 **The Committee scrutinised the report.**

22 KEY CASE UPDATES

22.1 LG presented a report to provide the Committee with an overview of employee relations and employment litigation cases against the Service, including insight from case trends and case reviews.

22.2 **The Committee scrutinised the report.**

There being no further matters to discuss, the private meeting closed at 1615 hrs.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/SPPC/01-26

Agenda Item: 11

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	26 MARCH 2026							
Report Title:	PMF QUARTERLY PERFORMANCE – 2025-26 Q3							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY						
		For Reports to be held in Private						
		Specify rationale below referring to						
		<u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	
1	Purpose							
1.1	To provide members with the third quarter performance for fiscal year 2025-26.							
2	Background							
2.1	The Performance Management Framework (PMF) defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement.							
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	On-call rostering systems also changed in 2025-26 Q3, which has impacted our semi-automated process for reporting KPI 16 - On-Call 1st Appliance Availability. Access to the underlying data for On-Call availability has not yet been established by the Rostering Project. We have manually joined in data from the new system; however, it has not been possible to do this seamlessly. In-system reporting runs on a weekly basis (Monday – Monday), yet system changes occurred mid-week (Tuesday), it has not been possible to merge that week, so we have defaulted to using the new system report for that week.							
3.3	The Operational Intelligence (OI) department is currently unable to report on OI activities, including KPI 18 – Operational Intelligence Inspections for 2025-26 Q3. Since the beginning of October 2025, the OI system has been unable to integrate with the QlikView data extraction and reporting platform. Digital and Technology Services (DaTS) have confirmed that QlikView is no longer supported and is scheduled to be replaced. As a result, no alternative reporting solution is currently available to enable the extraction, interrogation, or analysis of data from the OI system.							

3.4	KPI 7 - % High Risk HFSV KPI is no longer reportable following process changes introduced in 2025. All visits now align with revised identification criteria - continuing to assess fire probability and consequence, evaluate occupant risk factors, and provide advice in line with Scottish legislation.
3.5	KPI 8 – % Partner Referrals (HFSV) KPI will not be reported until system goes live in Q4 2025–26. The application is in final testing, with reporting to follow once data integrity is confirmed. Existing local engagement and partner liaison arrangements remain fully operational, ensuring continued risk awareness and service assurance during this transition period.
3.6	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.
3.7	<p>The indicators identified in this report as pertinent to the requirement of 3.2 are –</p> <ul style="list-style-type: none"> • 9 - Audits Completed – SG Fire and Rescue Framework states “<i>SFRS should deliver its statutory duties by providing information, guidance and advice and fire safety audits of relevant premises</i>”. • 17 - Wholetime Availability – 5WDS Collective Agreement Statement states “<i>The 5WDS is managed with the aim of maintaining agreed confidence levels</i>”. • 18 - OI Inspections – OI Policy and Guidance states “<i>SFRS has a statutory obligation under the Fire (Scotland) Act 2005, which directs the SFRS to have arrangements in place for obtaining information required or likely to be required for fires and other emergencies</i>”. • 32 – Carbon emissions – SFRS Carbon Management Plan 2020 – 2025 states “<i>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</i>”. • 36 – Subject Access requests within timeframe – ICO Guidance on ‘Right to Access’ states “<i>Individuals have the right to access their personal data. SFRS should respond without delay and within one month of receipt of request</i>”. • 38 – FOI requests within timeframe – FOI and EIR information requests handling procedure states “<i>All public bodies have a duty to assist applicants in requestion information. Under the FOI Scotland Act SFRS has 20 working days to respond</i>”.
3.8	<p>Exceptional variation:</p> <ul style="list-style-type: none"> • 6 - HFSV Conducted • 37 - Data Breaches • 46 - On Call Volunteer FTE
3.9	<p>Deteriorating (long-term):</p> <ul style="list-style-type: none"> • 14 - Median Response Time to Life Risk Incidents • 15 - Median Call Handling Time for Life Risk Incidents • 16 - On-Call 1st Appliance Availability • 28 - % Training Function Currency • 34 - Recycling Rate
3.10	<p>Improving (long-term):</p> <ul style="list-style-type: none"> • 1 - Non-domestic Building Fires • 2 - Deliberate Primary Fires • 3 - Refuse and Vehicle Fires • 10 - ADFs • 21 - UFAS Incidents

<p>3.11</p>	<ul style="list-style-type: none"> • 24 - % Flexi Officer Module Completion • 26 - % Core Skills Currency • 27 - % Specialist Rescue Currency • <u>32 - Carbon Emissions</u> • 33 - Carbon Funding vs Estimated Requirement • 40 - % Invoices in 30 Days • 50 - Verbal attacks on Firefighters • 55 - Vehicle Accidents <p>Not changing:</p> <ul style="list-style-type: none"> • 4 - Fire Fatalities • 5 - Fire Casualties • <u>9 - Audits Completed</u> • 13 - Non-refuse Secondary Fires • <u>17 - Wholetime Availability</u> • 19 - Ops Assurance Audit Actions • 20 - Hydrant Inspections • 22 - % Core Skills Modules Completed • 23 - % Advanced, Support & Emerging Risks Modules Completed • 25 - % Incident Command Module Completion • 35 - Cyber Security Breaches • <u>36 - % Subject Access within Timeframe</u> • <u>38 - % FOI within Timeframe</u> • 39 - Confirmed Frauds • 42 - % Service Desk Requests within SLA • 43 - Portfolio Delays • 44 - Portfolio Overspend • 45 - Portfolio Cashable Benefits • 46 - On Call Retained 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 • 51 - Physical attacks on Firefighters • 52 - RIDDOR • 53 - Accidents and Injuries (excl. RIDDOR) • 56 - % YTD H&S Actions Completed
<p>3.12</p>	<p>Not known – limited data or unspecified direction:</p> <ul style="list-style-type: none"> • 7 - % High Risk HFSV • 8 - % Partner Referral HFSV • 11 - % High Severity ADFs • 12 - Total Incidents • <u>18 - OI Inspections</u> • 29 - Customer Satisfaction Rate • 30 - Assist Other Agencies Incidents • 31 - Effect Entry/Exit Incidents • 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.
5.1.2	Appetite - In relation to our internal governance, including systems of controls and data governance, SFRS has a Cautious appetite.
5.2	Financial
5.2.1	There are no specific financial issues raised within this paper.
5.3	Environmental & Sustainability
5.3.1	There are no specific Environmental & Sustainability implications addressed in this paper.
5.4	Workforce
5.4.1	There are no workforce implications in this paper.
5.5	Health & Safety
5.5.1	There are no specific Health and Safety implications addressed in this paper.
5.6	Health & Wellbeing
5.6.1	There are no specific Health and Wellbeing implications addressed in this paper.
5.7	Training
5.7.1	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 & Engagement
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	Information Governance
5.12.1	DPIA completed - No
5.13	Equalities
5.13.1	EHRIA completed - No

5.14 5.14.1	Service Delivery Performance measures reported for Strategic Outcomes 1 & 2 are linked to Service Delivery	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented the quarterly SLT & Board Performance Report for 2025-26 Q3 to SFRS Board. The live report can be accessed in the Governance area of the Power BI Landing Page .	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
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 performance is evident across the service, at executive level and by the SFRS Board at committee and board level.
8	Appendices/Further Reading	
8.1	Appendix A: PDF copy of the Strategic Leadership Team (SLT) & Board Performance Report	
8.2	Further Reading: - Link to Power BI Landing Page .	
Prepared by:	Ellen Gayler, Senior Data Analyst, Business Intelligence Team	
Sponsored by:	Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
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
<i>Strategic Leadership Team</i>	<i>19 March 2026</i>	<i>For scrutiny</i>
<i>SFRS Board</i>	<i>26 March 2026</i>	<i>For scrutiny</i>



SCOTTISH

FIRE AND RESCUE SERVICE

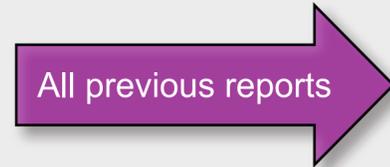
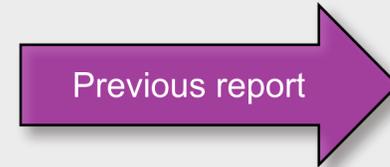
Working together for a safer Scotland

SFRS Board/SLT Performance Report



**LIVE
MANAGEMENT
INFORMATION**

Latest quarter shown: **2025-26 Q3**



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



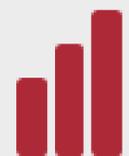
Welcome

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

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

Key contact: BI@firescotland.gov.uk



**BUSINESS
INTELLIGENCE**



LIVE MANAGEMENT INFORMATION

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

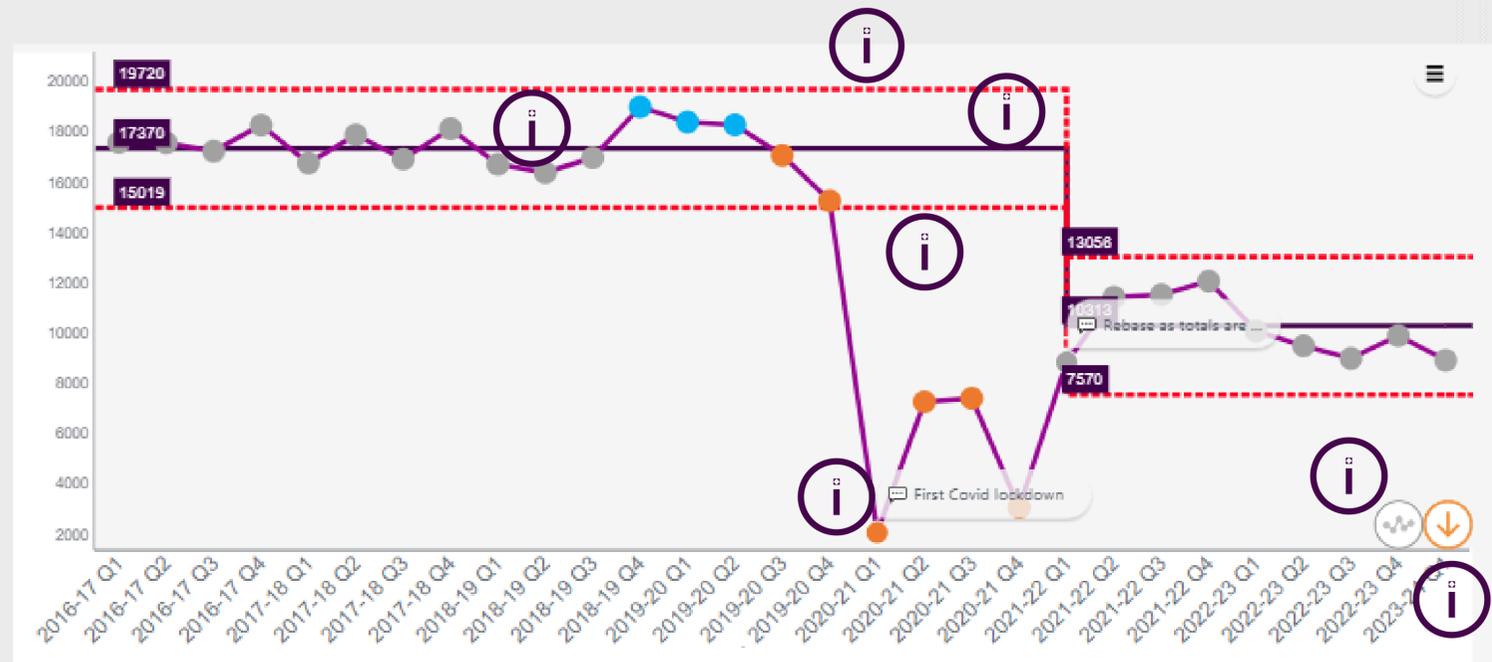
This report presents data over time for each of the quantitative performance measures as detailed in the [Performance Management Framework 2023-24](#), broken down into the Strategic Plan Outcomes. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

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

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

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



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:

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

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

Data source for this report:

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

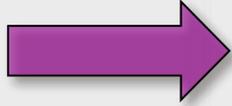
Frequency of update:

This report will be updated quarterly.



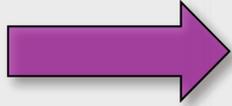
OUTCOME 01 (Prevention & Protection)

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



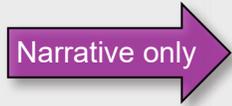
OUTCOME 02 (Response)

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



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 occurring 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 occurring 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 communities 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 communities 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.



KPI 1 Non-domestic Building Fires

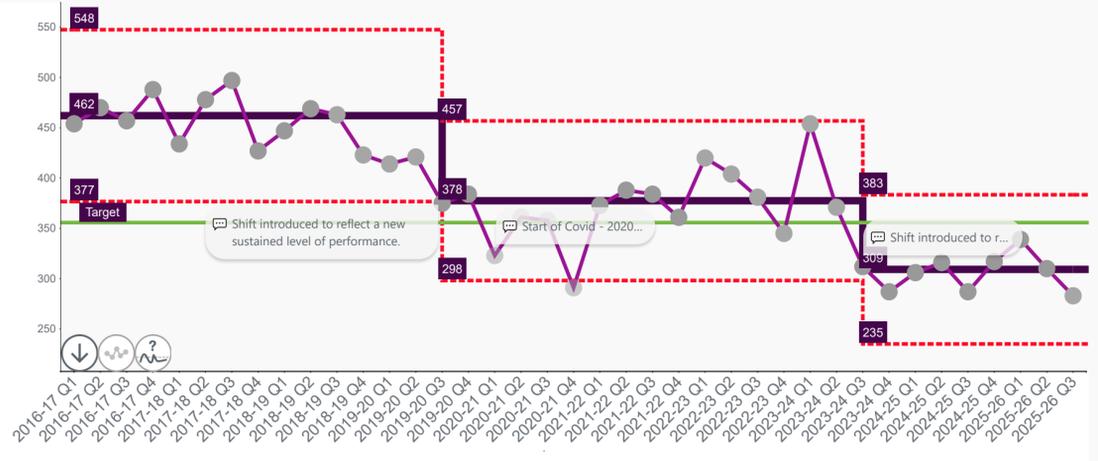
Reduce against previous year

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

OWNER: Head of Service Delivery - East

SUMMARY

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



KPI 2 Deliberate Primary Fires

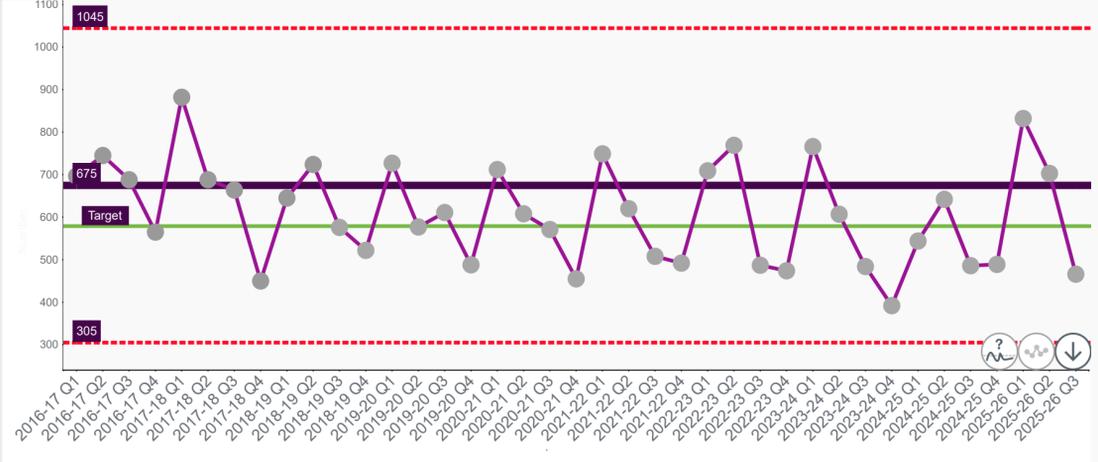
Reduce against previous year

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

OWNER: Head of Service Delivery - East

SUMMARY

Significant decrease from previous quarter. Continued prevention activities within both domestic and non domestic settings. Data should be used to identify and drive appropriate prevention activities.



KPI 3 Refuse and Vehicle Fires

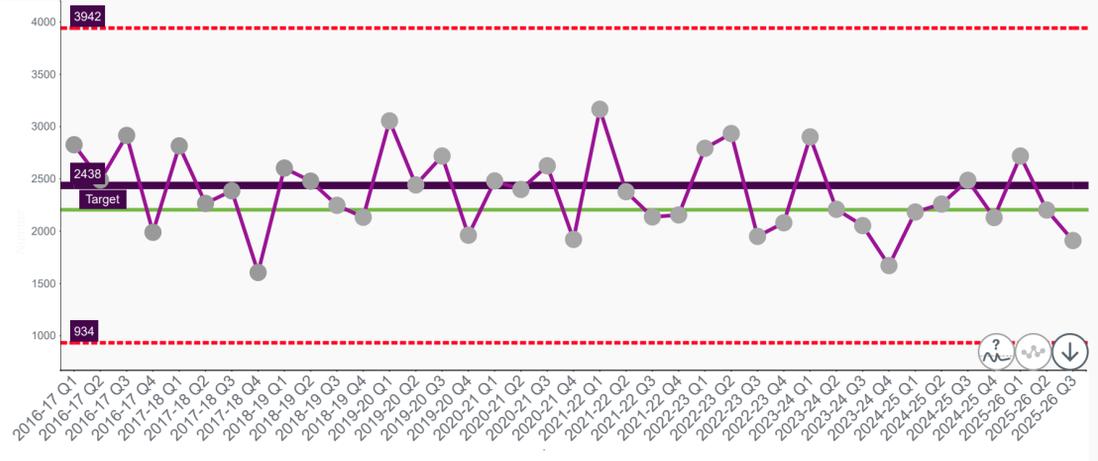
Reduce against previous year

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

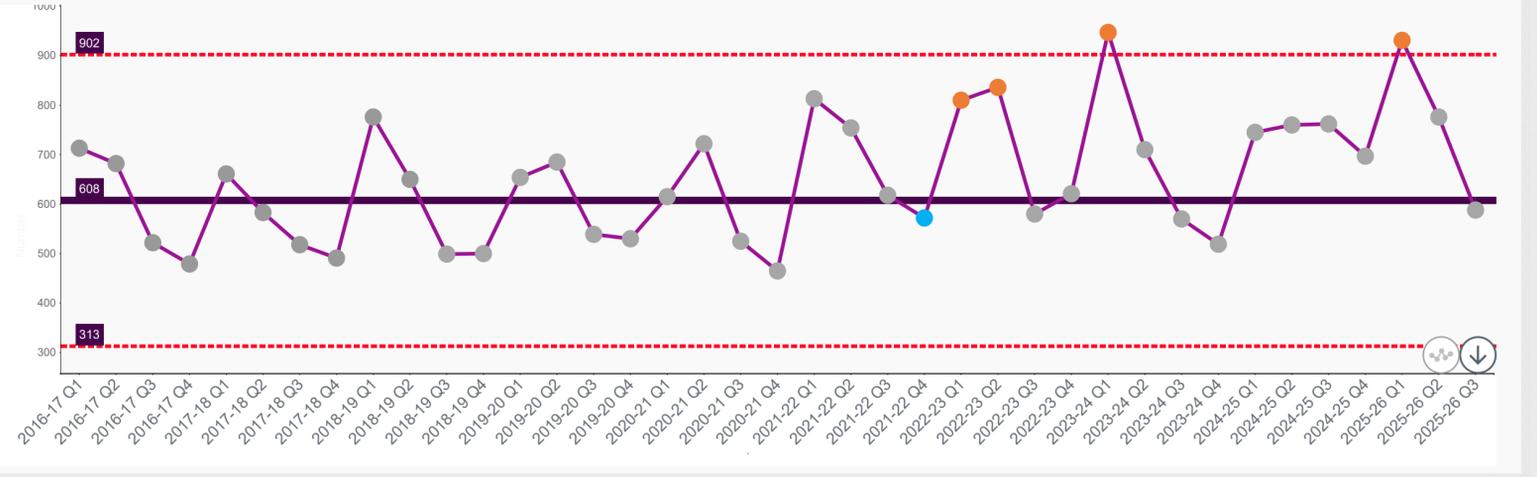
OWNER: Head of Service Delivery - East

SUMMARY

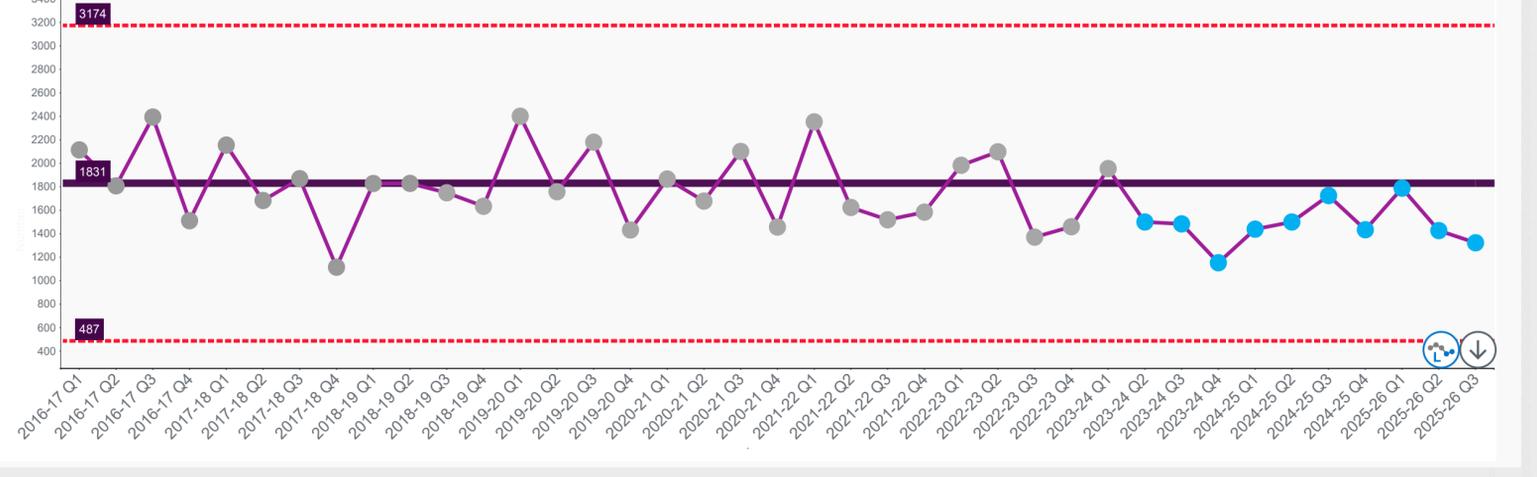
Decrease from previous quarter. Data should be used to identify and target appropriate prevention activities. This should be considered within seasonal thematic action plans at watch, station and LSO area level. Increased partnership working should be considered as an effective prevention approach.



Accidental Refuse and Vehicle Fires



Deliberate Refuse and Vehicle Fires



Prevention and Protection

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

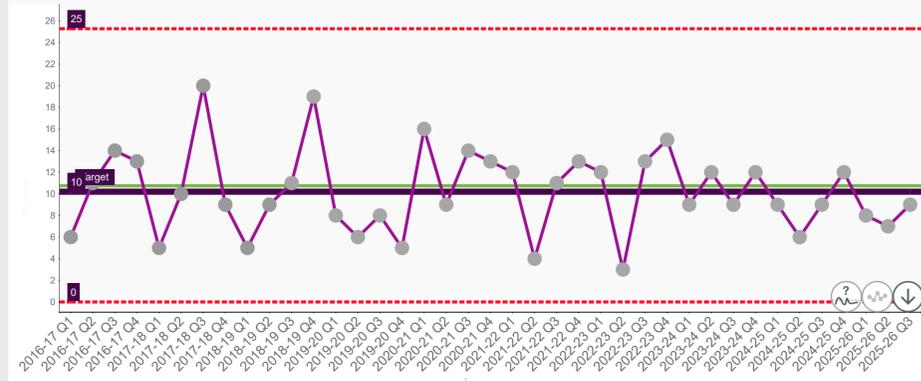


KPI 4 Fire Fatalities Reduce against previous year

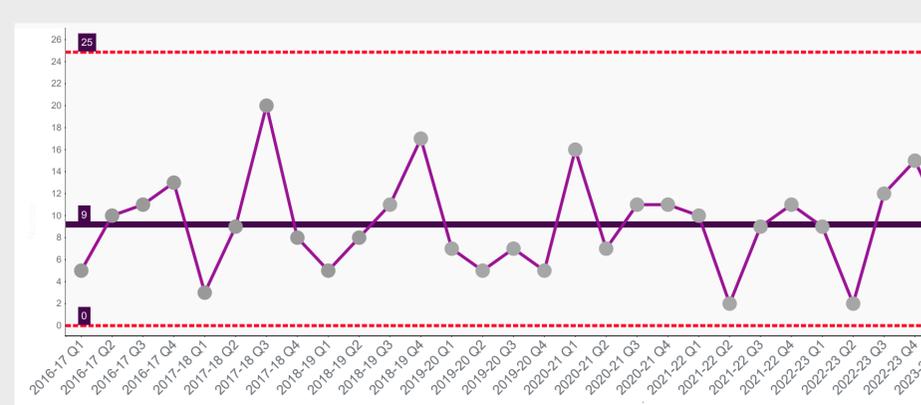
PURPOSE: SFRS aims to refocusing our preventative activities to address issues of social, economic and health inequalities. Fire Fatalities is the most severe outcome of any fire and reducing this occurring is a key goal.

OWNER: Head of Service Delivery - East

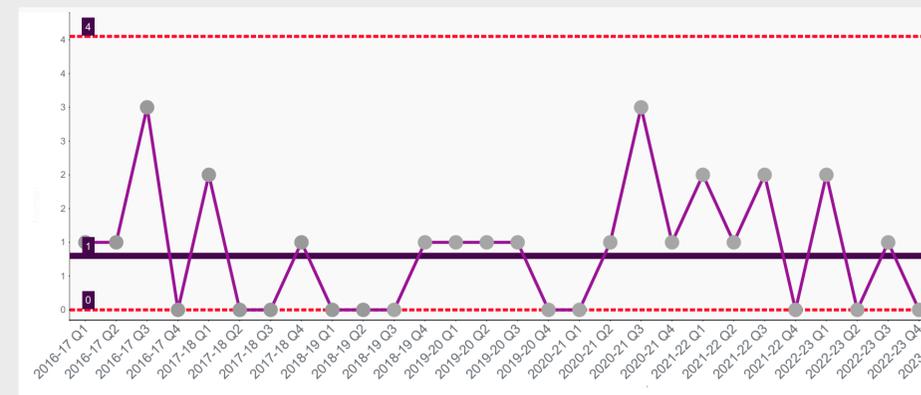
SUMMARY
Fire fatality numbers remain generally consistent with previous data, however show a slight increase from previous quarter. We continue to apply post incident multi agency case conferences to assess and identify causes and any common trends, which may inform future prevention measures.



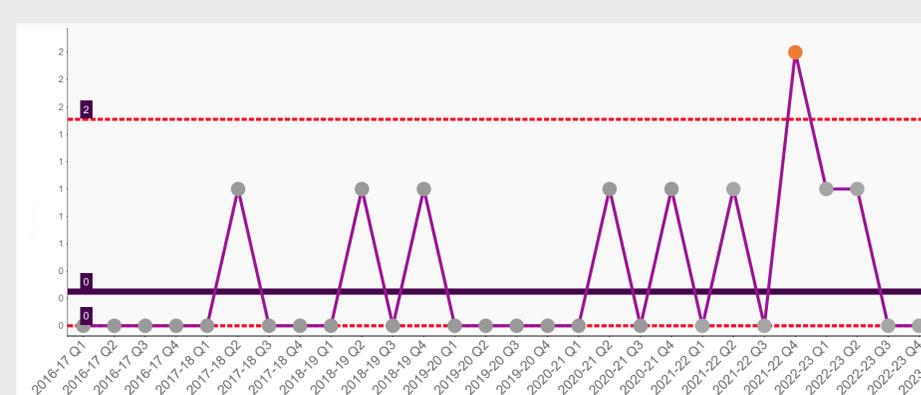
Building Fire Fatalities



Vehicle Fire Fatalities



Outdoor Fire Fatalities

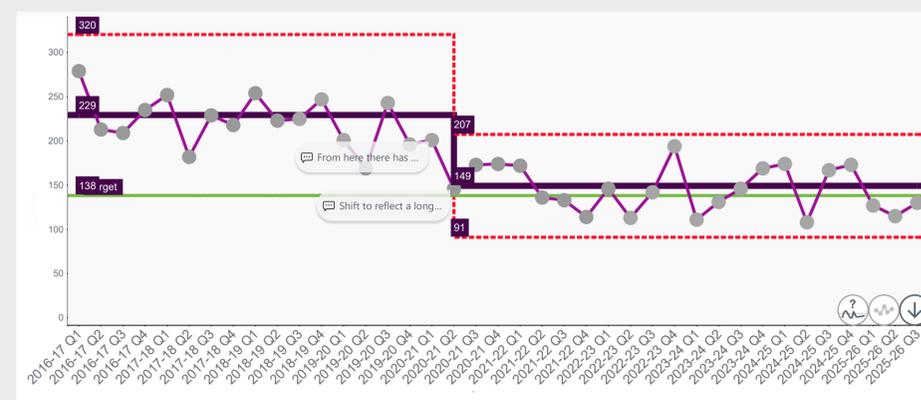


KPI 5 Fire Casualties Reduce against previous year

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.

OWNER: Head of Service Delivery - East

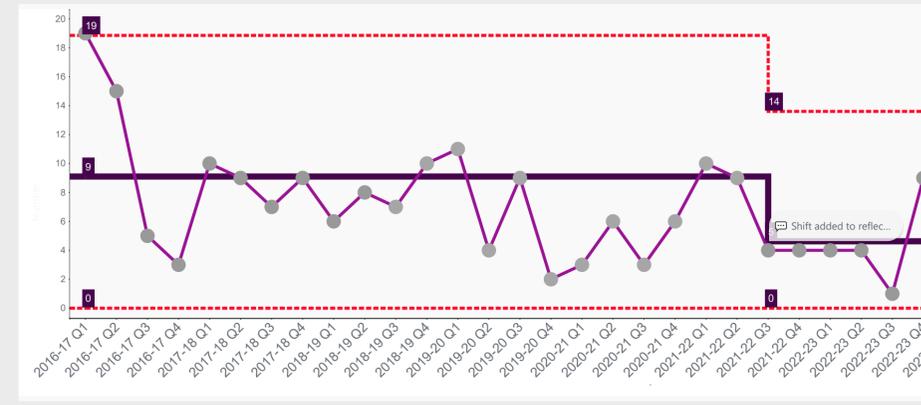
SUMMARY
Slight increase from previous quarter. Our main prevention activity will continue to be Home fire safety visits and community education. Serious fire casualties will include multi agency case study approach. This KPI is subject to seasonal trends.



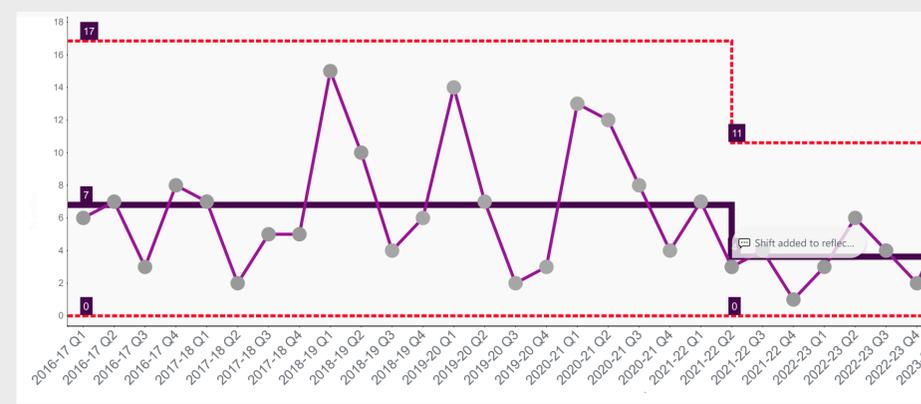
Building Fire Casualties



Vehicle Fire Casualties



Outdoor Fire Casualties



Prevention and Protection

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



KPI 6 Number of Home Fire Safety Visits conducted

Target: 50,000 (annually)

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

OWNER: Head of Prevention, Protection and Prepare...



SUMMARY

Partner referrals and reporting dashboards are in the later stages of work, with an expectation for completion and launch during Q4. Local processes are in place for engagement and communication with key partners, and interim solutions remain in place.

KPI 7 % High Risk of Home Fire Safety Visits

Target: Increase against previous year

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

OWNER: Head of Prevention, Protection and Prepare...

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

SUMMARY

KPI is no longer reportable following process changes introduced in 2025. All visits now align with revised identification criteria - continuing to assess fire probability and consequence, evaluate occupant risk factors, and provide advice in line with Scottish legislation.

KPI 8 % Partner Referral of Home Fire Safety Visits

Target: Track (2023/24 tracking is required to set a baseline)

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

OWNER: Head of Prevention, Protection and Prepare...

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

SUMMARY

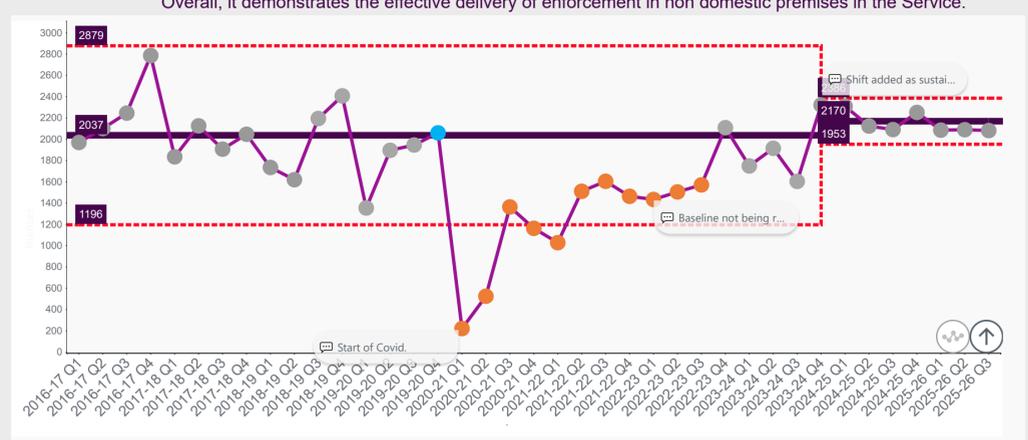
KPI will not be reported until system goes live in Q4 2025-26. The application is in final testing, with reporting to follow once data integrity is confirmed. Existing local engagement and partner liaison arrangements remain fully operational, ensuring continued risk awareness and service assurance during this transition period.

KPI 9 Fire Safety Audits Completed

Target: 100% of premises identified within the Local Enforcement Delivery Plans (LEDP)

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

OWNER: Head of Prevention, Protection and Prepare...



SUMMARY

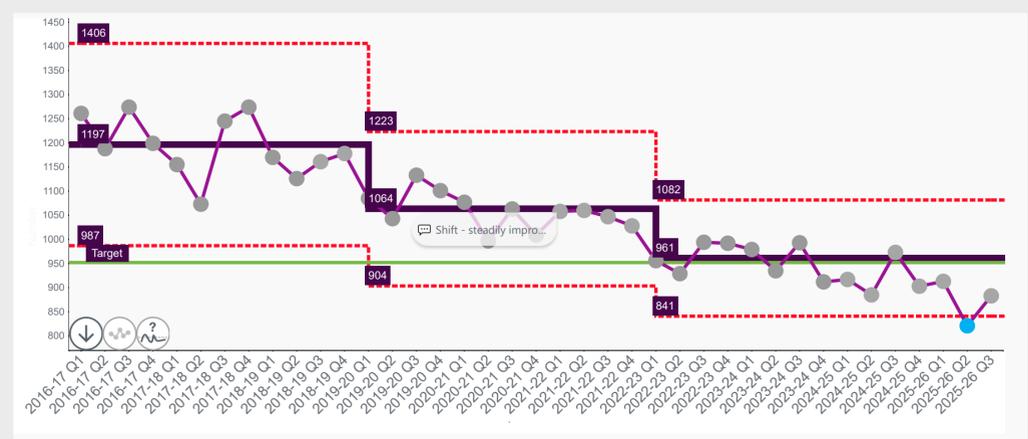
Continued engagement from Directorate across SDAs to ensure activity aligned against risk and LEDPs. Competing demands relating to licensing and applications and necessary training courses have impacted upon delivery targets though this is expected to improve moving forward into next financial year.

KPI 10 Accidental Dwelling Fires

Target: Reduce against previous year

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

OWNER: Head of Service Delivery - East



SUMMARY

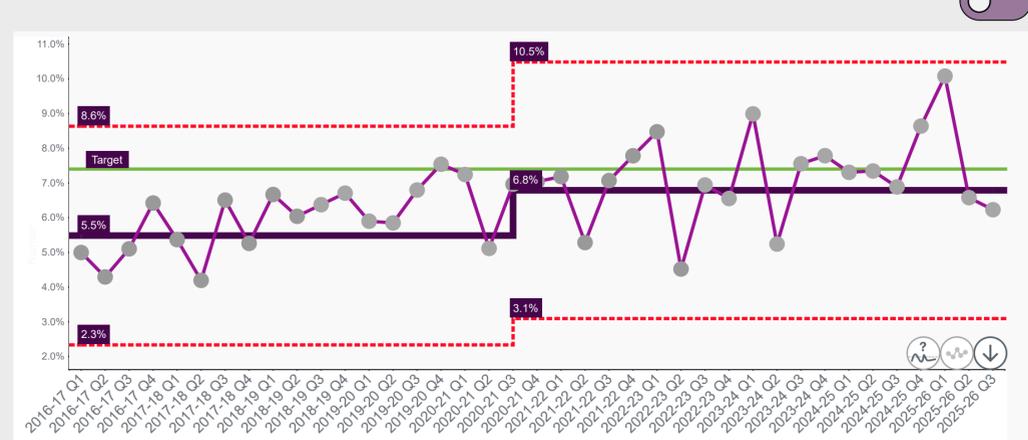
Figures continue to be generally consistent. Continue to target those most at risk within the community through home fire safety visits and other prevention activities. This should be data led and enhanced by working with local community partners. This KPI is subject to seasonal trends.

KPI 11 % of accidental dwelling fires classed as High Severity

Target: Reduce against previous year

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

OWNER: Head of Service Delivery - East



SUMMARY

Analysis shows slight increase in figures which are consistent with previous years in Q3. Continue with thematic engagement activities to educate and reduce severity.

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



Response

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

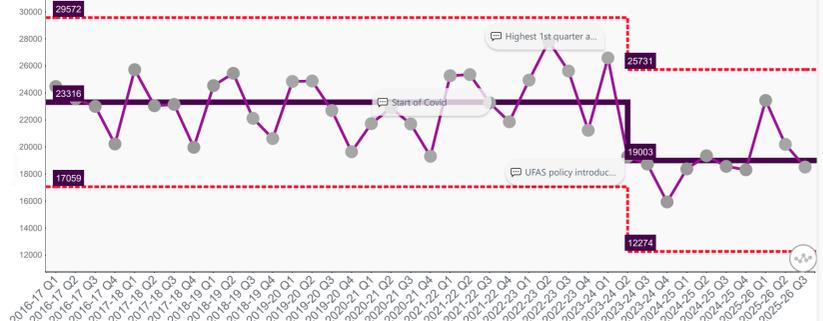


KPI 12 Total Incidents

Track

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

OWNER: Head of Service Delivery - East



SUMMARY

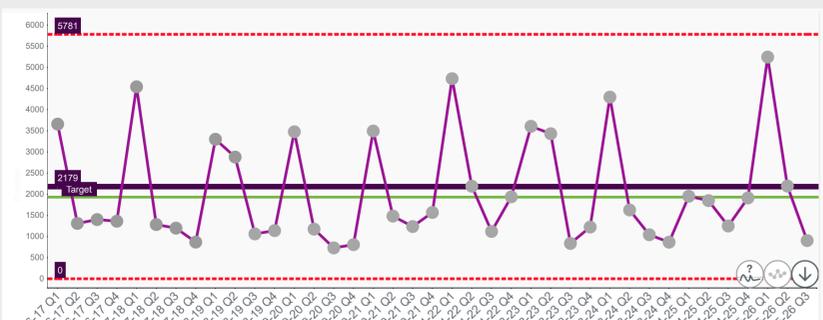
Continued decrease on previous two quarters. UFAS reduction policy and procedures continue to have a positive affect on these figures.

KPI 13 Non-refuse Secondary Fires

Reduce against previous year

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

OWNER: Head of Service Delivery - East



SUMMARY

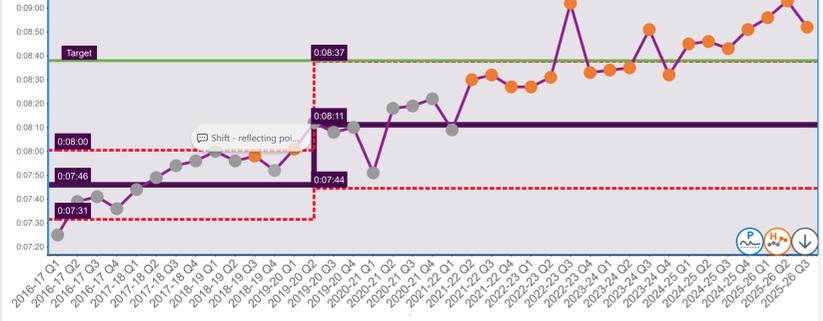
Prevention activities should be led by data where available and enhanced through a partnership approach, where appropriate. This KPI is subject to seasonal trends.

KPI 14 Median Response Time to Life Risk Incidents - National

Reduce against previous year

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

OWNER: Head of Service Delivery - East



SUMMARY

Decrease on previous quarter, this could be influenced by several factors such including operational activity levels and location of incidents.

Median Response Time to Life Risk Incidents - North SDA



Median Response Time to Life Risk Incidents - West SDA



Median Response Time to Life Risk Incidents - East SDA

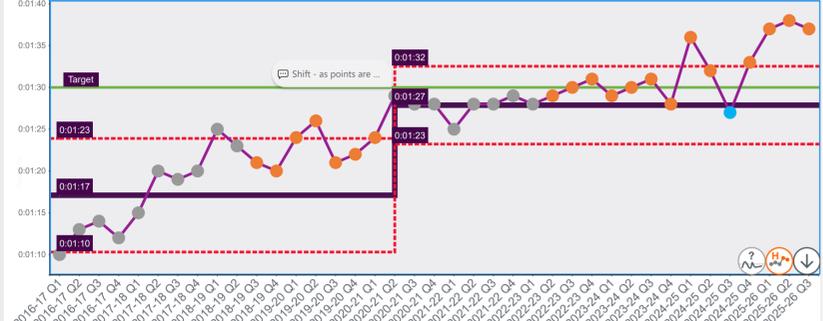


KPI 15 Median Call Handling Time for Life Risk Incidents - National

Reduce against previous year

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

OWNER: Head of Service Delivery - East



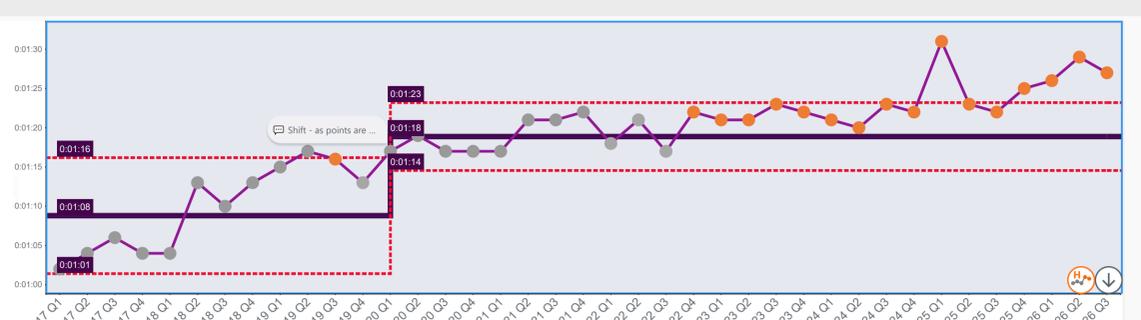
SUMMARY

Slight decrease in call handling time but in general, call handling times remain consistent across the reporting periods.

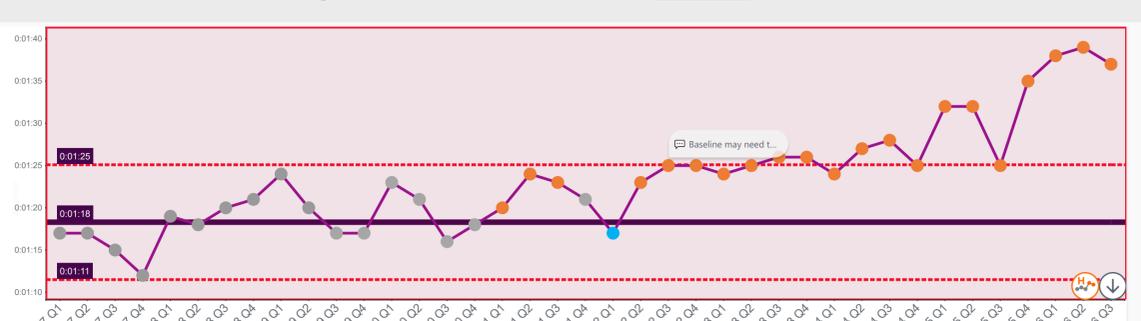
Median Call Handling Time for Life Risk Incidents - North SDA



Median Call Handling Time for Life Risk Incidents - West SDA



Median Call Handling Time for Life Risk Incidents - East SDA



Response

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



KPI 16 On-Call 1st Appliance Availability

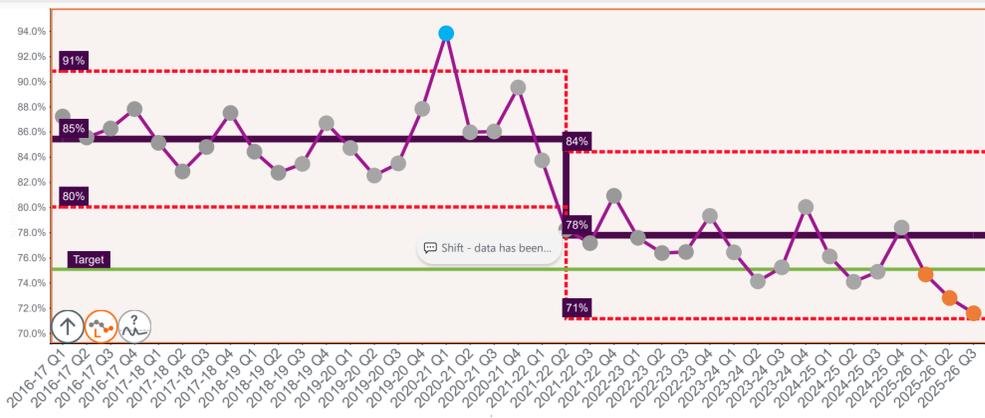
Increase against previous year

OWNER: Head of Operations

SUMMARY

A new On Call Structure has been put in place to better support LSO areas and drive performance. The On Call Strategic Co-ordination Group, has formed 2 Tactical Groups, one for East and North mainland and the Other for West and islands, led by On Call leads at Area Commander level. A reporting and performance structure has been created to support LSO areas, to drive performance and improvements with On Call.

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



KPI 17 Wholetime Availability

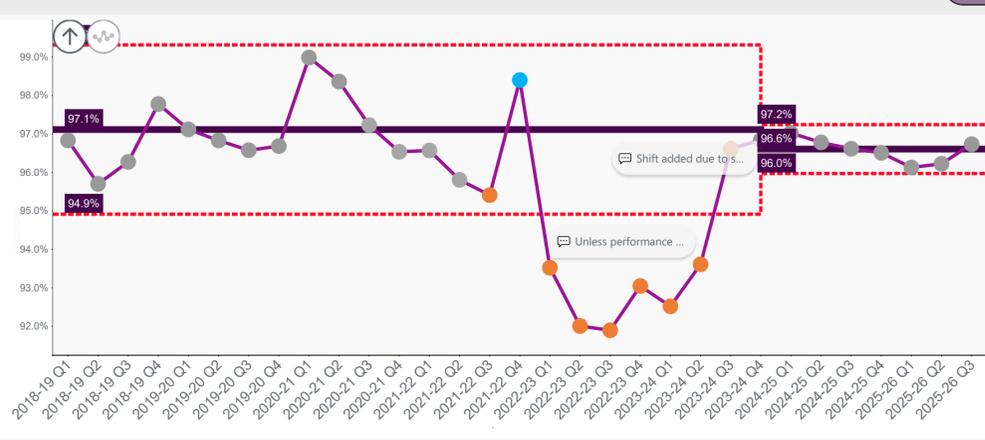
% compliance against confidence levels

OWNER: Head of Operations

SUMMARY

Wholetime Appliance Availability is managed by the Operations Central Staffing Function supported by the Overtime Availability Group (OAG) and remains above the confidence level of 96% for the period, shortfalls in availability are mainly due to staffing and decontamination impacts.

PURPOSE: Percentage of time wholetime fire appliances are available (on the run) this data comprises both dayshift availability and nightshift availability.



KPI 18 Operational Intelligence Inspections

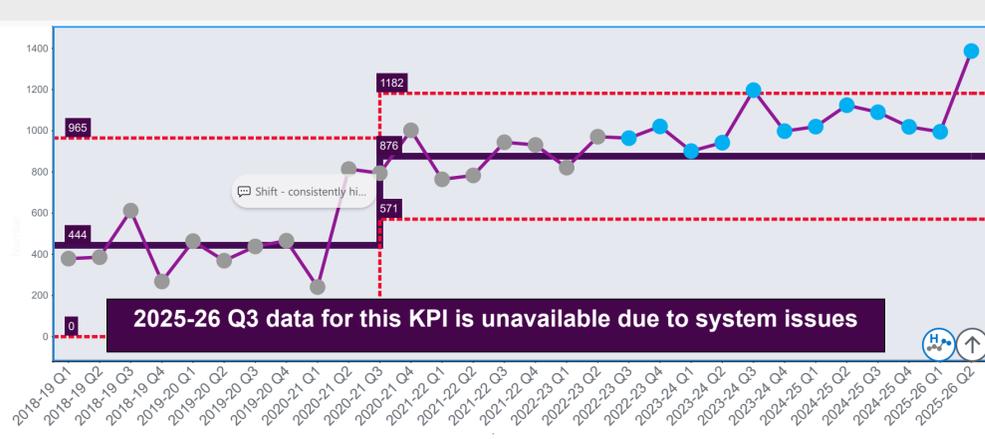
Track

OWNER: Head of Prevention, Protection and Preparedness

SUMMARY

The OI department is currently unable to report on OI activities due to the OI system being unable to integrate with the QlikView data extraction and reporting platform. Digital and Technology Services have confirmed that QlikView is no longer supported and is scheduled to be replaced. The OI team are currently looking at alternative arrangements for providing reports until this can be resolved.

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.



KPI 19 Ops Assurance Audit Actions

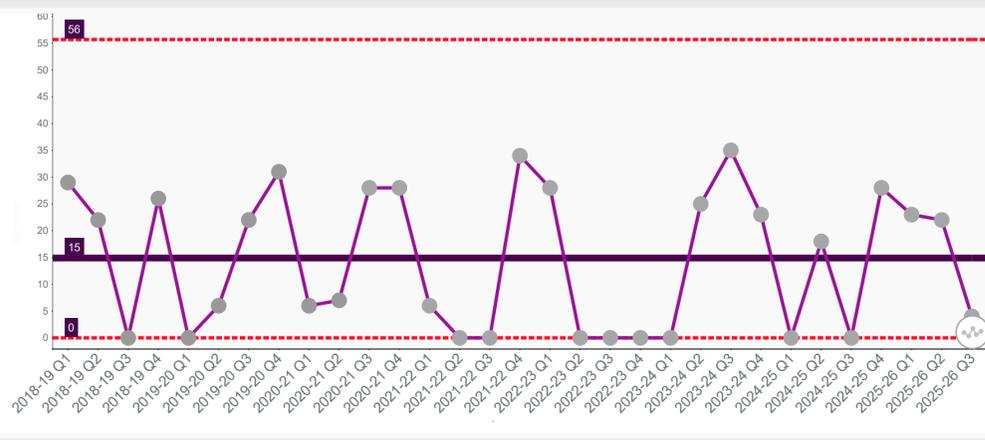
Track

OWNER: Head of Safety and Assurance

SUMMARY

4 actions have progressed to OLG in Q3 following the approval of the Fortingal debrief and subsequent action plan. Actions from debriefs continue to be progressed by the risk owner and managed through the OLG.

PURPOSE: 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).



KPI 20 Hydrant Inspections

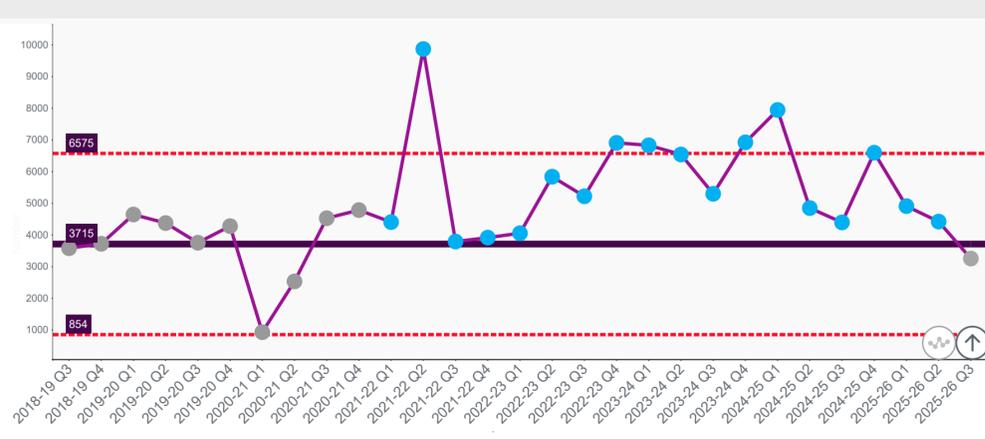
Track

OWNER: Head of Prevention, Protection and Preparedness

SUMMARY

The reduction in hydrant inspections for this period is primarily due to ongoing white fleet maintenance issues. There has also been an increased frequency of severe weather events across the country which has further impacted the ability to carry out scheduled inspection activity. The Water Planning team are working on a number of projects to modernise our approach to hydrant maintenance which will increase efficiency for this KPI.

PURPOSE: 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.



KPI 21 Unwanted Fire Alarm Signal (UFAS) Incidents

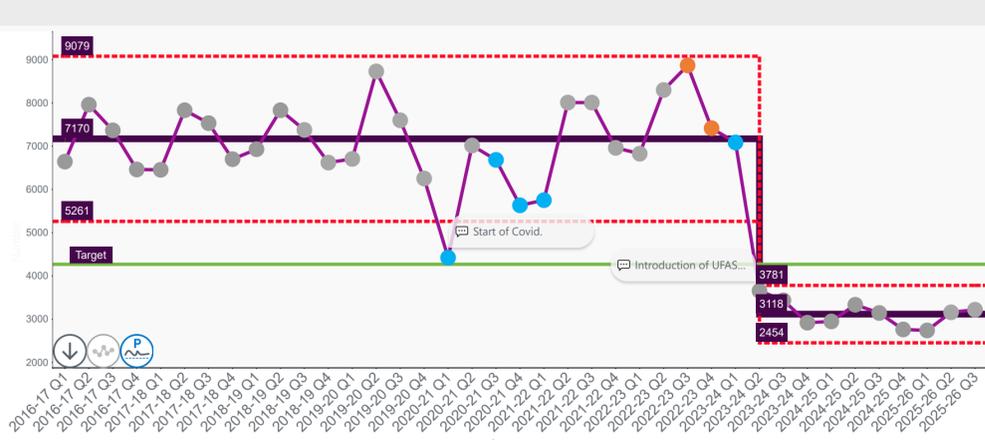
Reduce against previous year

OWNER: Head of Service Delivery - East

SUMMARY

Increase in UFAS from previous quarter, further analysis required to identify why this is the case we will continue to apply robust call highlighting their responsibilities and continue to apply robust call challenging procedures within ops control.

PURPOSE: SFRRS 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.



Response



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

KPI 22 % Core Skills Modules Completed

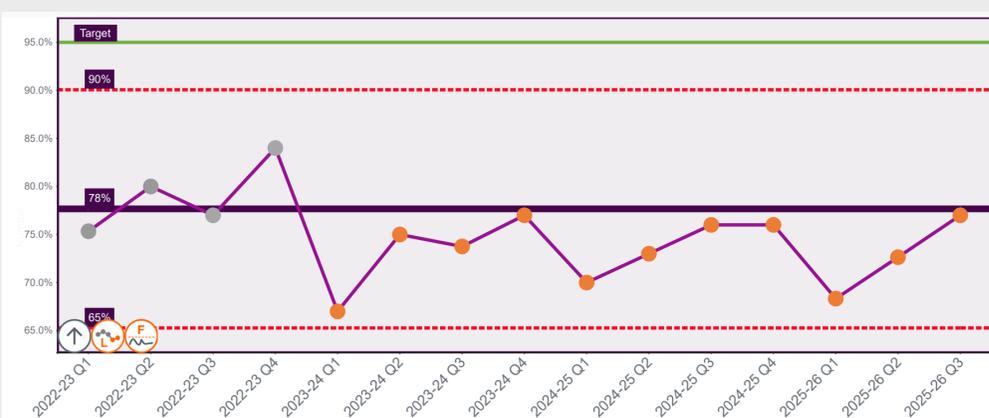
95%

OWNER: Head of Training

SUMMARY

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.

PURPOSE: Percentage of completion of Operational Core Skills modules against Training for Operational Competence Framework which covers Wholtime/On-call/ Day Duty Systems.



KPI 23 % Advanced, Support & Emerging Risks Modules Completed

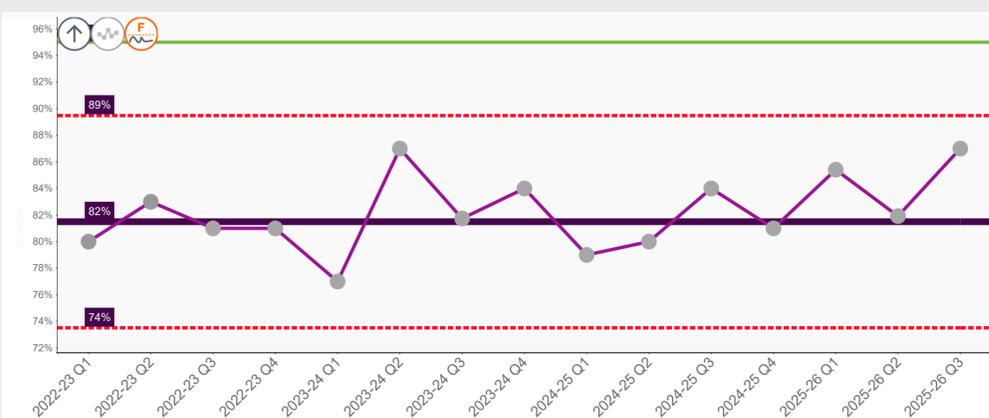
95%

OWNER: Head of Training

SUMMARY

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.

PURPOSE: Percentage of completion of Advanced, Support and Emerging Risks Modules against the Training for Operational Competence Framework which covers Wholtime/On-call/ Day Duty Systems.



KPI 24 % Flexi Officer Module Completion

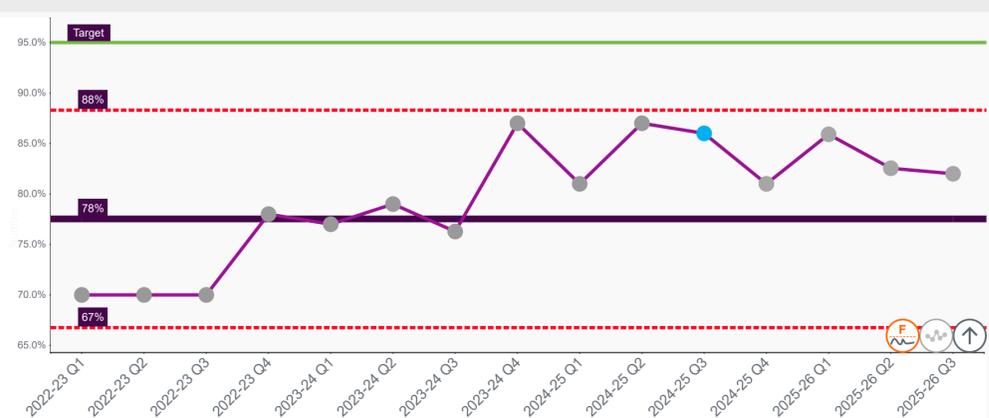
95%

OWNER: Head of Training

SUMMARY

Training Function team collaborates with both Service Delivery & Directorate teams to promote 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.

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



KPI 25 % Incident Command Course Currency

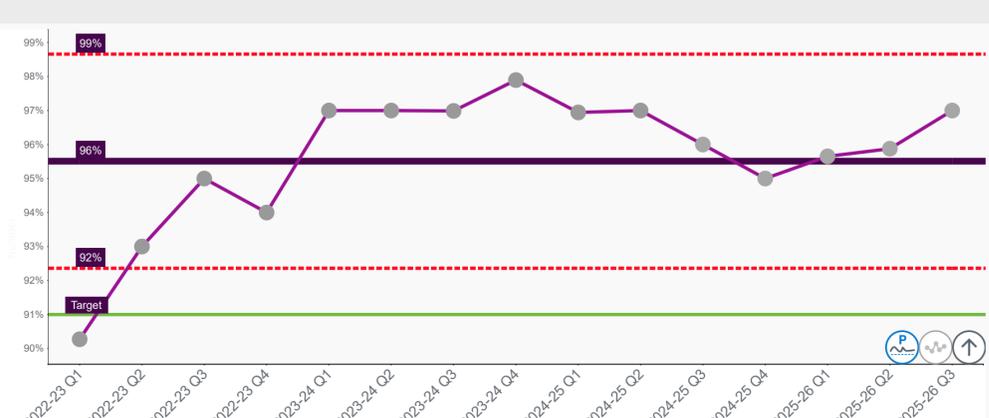
91%

OWNER: Head of Training

SUMMARY

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.

PURPOSE: 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.



KPI 26 % Core Skills Currency

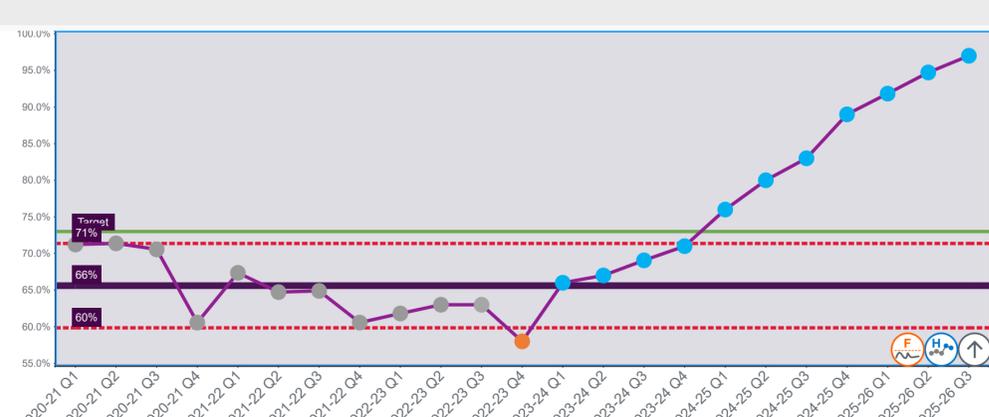
73%

OWNER: Head of Training

SUMMARY

Training Function management team collaborates with Central Staffing 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.

PURPOSE: 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.



KPI 27 % Specialist Rescue Currency

92%

OWNER: Head of Training

SUMMARY

The Specialist Rescue team collaborates with Central Staffing 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.

PURPOSE: 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.



Response

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

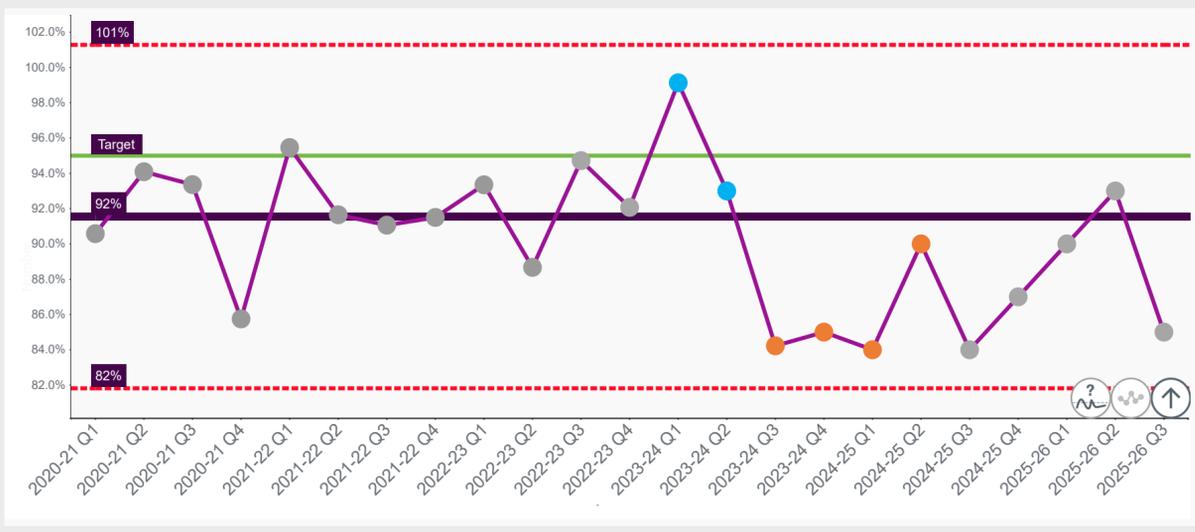


KPI 28 % Training Function Currency

95%

PURPOSE: Percentage of all Training Function Courses delivered versus total number of courses scheduled within agreed Training Delivery Plan

OWNER: Head of Training



SUMMARY

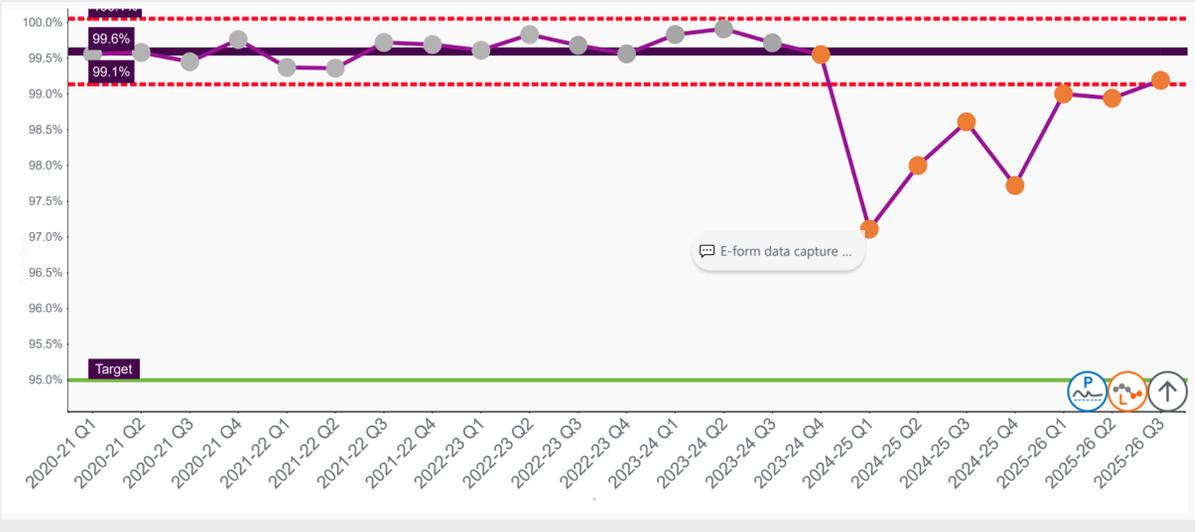
Training Management team monitor all courses scheduled within the training delivery plan to ensure they remain achievable. Including merging low-attendance courses, exploring course venues, instructor availability and capacity, working collaboratively with Central Staffing to improve performance.

KPI 29 Training - Customer Satisfaction Rate

95%

PURPOSE: Percentage of candidate satisfaction against Training Function Course Delivery

OWNER: Head of Training



SUMMARY

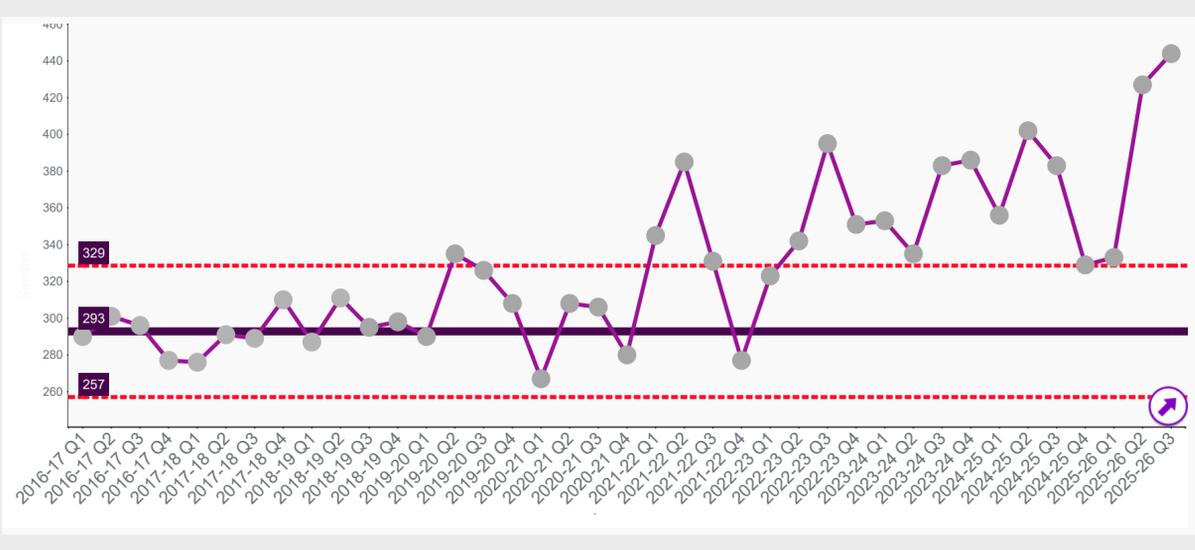
The Training Management team actively encourage the completion of candidate surveys, monitoring and taking appropriate action, all with the aim of improving the candidate experience at all training centres/venues.

KPI 30 Assist Other Agencies Incidents

Track

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

OWNER: Head of Service Delivery - East



SUMMARY

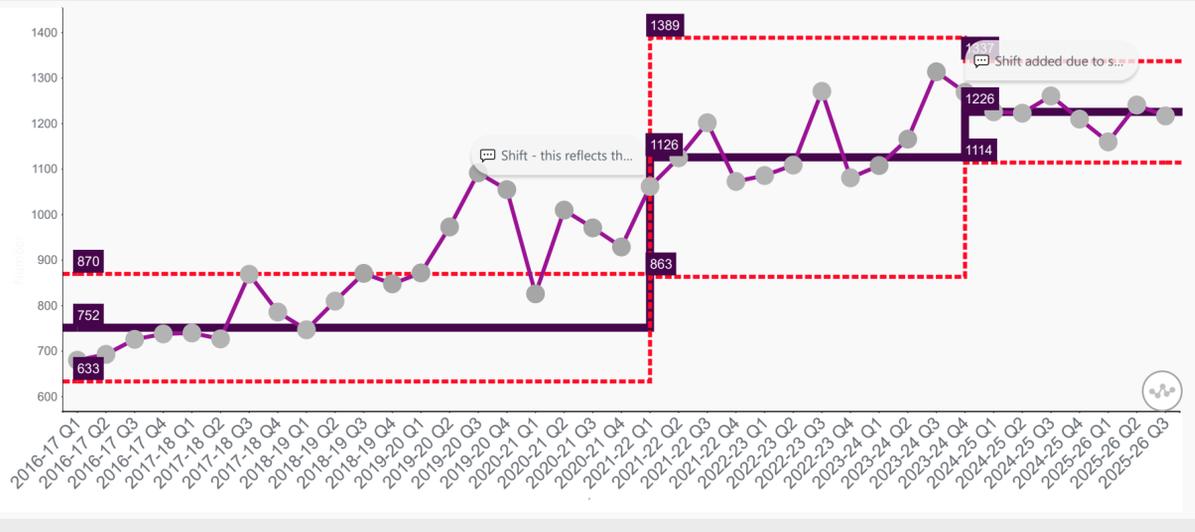
Slight increase on previous quarter. Expect demand for this type of incident to continue, which reflects changes in community risk. We have experienced an increase in requests from partner agencies to access fire & rescue capabilities from previous quarter.

KPI 31 Effect Entry/Exit Incidents

Track

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

OWNER: Head of Service Delivery - East



SUMMARY

Expect consistent trend line to continue, which reflects changes in community risk and operational demand. This also reflects 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
Civitech
 Scottish Fire and Rescue Service (SFRS) continue to work with **Rowden technologies** to develop a minimum viable product (MVP) to improve situational awareness before, during, and after incidents. The solution provides a digital analytical risk assessment and situational awareness solution for incident command support, supporting risk management, communication and incident co-ordination. Rowden have worked closely with SFRS colleagues, holding pilot user workshops and taking on board feedback to improve and refine the proposed solution.

Work has begun on 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 application to support collation of data is currently being developed and the proposed solution will be trialled and tested on a voluntary basis with SFRS personnel as we work towards the development of a minimum viable product to support firefighter safety.

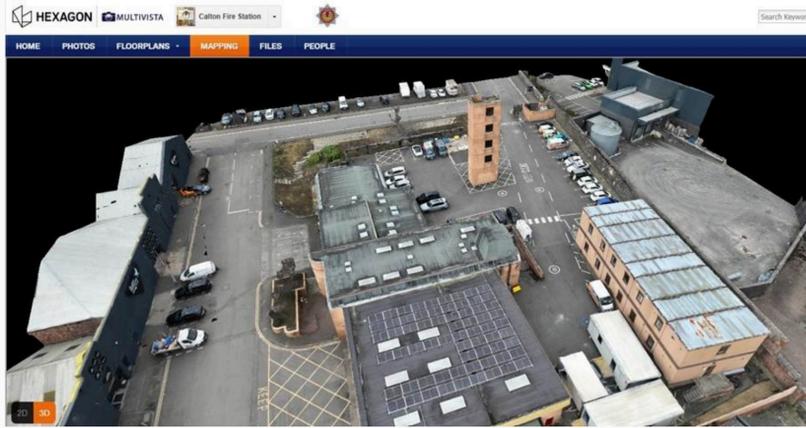
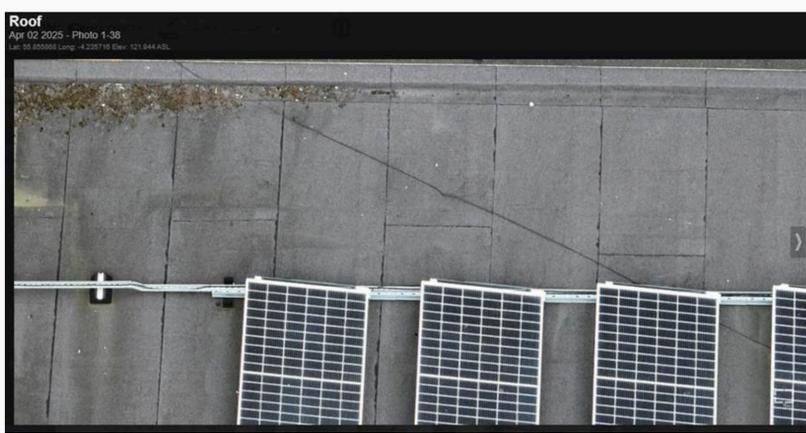
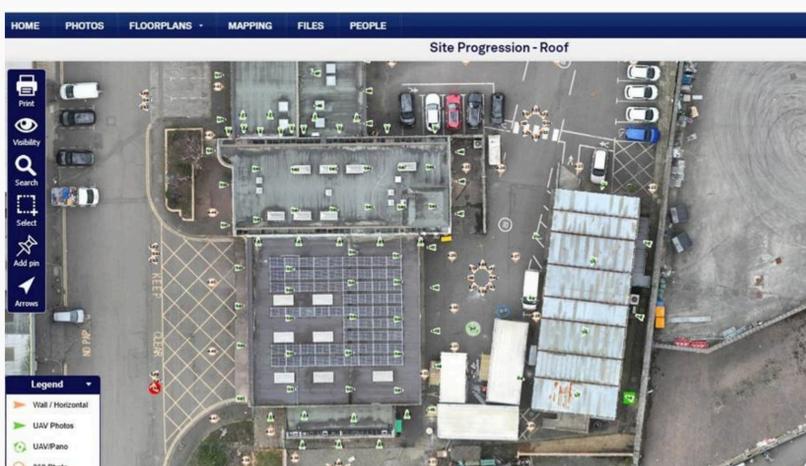
Digital and Technology Services (DaTS)
Electronic sign-in solution for External Contractors at SFRS premises
 This solution requested by the Property Team within Asset Management addresses several challenges previously encountered with a paper-based system. Previously, contractors signed in and out using paper sheets stored in station logbooks. This manual process often resulted in issues such as lost pages, missing blanks, and disorganised records, making it difficult for the Property team to access essential information across the extensive property estate.

The new solution stores all sign-in data centrally in SharePoint, ensuring easy access for authorised users. This has significantly improved efficiency by enabling the Property team to confirm contractor attendance and accurately compare time on site against billed hours. In addition to streamlining operations, the solution provides accurate data for payment authorisation and supports analysis for continuous improvement. It also reinforces compliance with Health and Safety regulations, ensuring all work is properly recorded and monitored.

Wildfire TacAd Application, a digital solution designed for Wildfire Tactical Advisors (WTAs).
 This app replaces paper-based processes with Samsung tablets, providing real-time mapping, document access, and collaboration tools. Built on existing PSMA (Public Sector Mapping Agreement) and Esri GIS investments, it integrates with the OS Map platform, supports drone footage storage, and centralises incident documentation via SharePoint. This approach enhances situational awareness, speeds up decision-making, and reduces operational risk during wildfire incidents, while offering a repeatable and scalable model for other specialist resources.

Developed in close collaboration with GC Serge Kabamba, Perth, Kinross, Angus and Dundee (PKAD) Local Senior Officer (LSO) Area and informed by user feedback, the application has undergone several improvements, including auto-population of time and date fields and simplified feature editing. Minor refinements are in progress, and device testing has commenced. Expected benefits include improved accuracy, reduced reliance on paper, and streamlined communication between field teams and command centres. Ongoing feedback will shape the final deployment, ensuring the solution remains practical and accessible for all WTAs, regardless of technical experience.

Asset Management
Multi Vista Application
 Used by the Property Team for the provision of time lapsed photography across the life span of a property construction project. Images are taken at all locations and aspects in every room and externally, tied to cad plans and at same precise points enabling users to view detail during construction, for example showing detail before and after close of wall panels. This acts as a virtual clerk of works alongside traditional physical presence and acts as a further quality control element as well as a valuable resource in attending to potential future defect management. The system has now been expanded to include roof imagery which can assist greatly with identification of defects and then effectiveness of repairs with future image passes. Further enhancement includes 3D visualisation with scaling and measurements also being able to be taken providing access to data easily for initial draft solutions.



SKILLS
East Service Delivery Area
Colleague Development
 The City of Edinburgh has initiated a variety of new approaches to support local Crew Commander (CC) and Watch Commander (WC) development and performance:

- CC and WC development days: Scheduled over two days to capture as many personal as possible in a cost-effective way. The sessions cover, station plans, standards, expectations and good/bad practice.
- Inductions for newly promoted colleagues are now established for the newly promoted CC coming in to post during Dec/Jan.
- Mentors to be appointed for CC, WC and Station Commanders (SC)
- All SCs have been briefed to undertake quarterly audits in their stations with the on duty Watch Management teams to ensure that there is a full appreciation of compliance requirements. The results of quarterly audits will be reviewed by Group Commanders.

Falkirk and West Lothian LSO Area have also adopted a more structured and proactive approach to development, directly supporting candidates through CC and WC processes. This includes earlier identification of potential candidates, focused developmental conversations, and targeted support aligned to the competency and values frameworks. The approach has strengthened succession planning and resulted in successful outcomes across both CC and WC processes. It represents an innovation in how local leadership capability is developed, moving from reactive support to planned, outcome-focused development aligned to organisational needs.

PROCESS
West Service Delivery Area
Dutyholders Advice Notice
 Following a major incident which caused significant disruption to local businesses and impacted on a primary shopping area, East, North and South Ayrshire (ENSA) LSO Area and East Ayrshire Council (EAC) undertook a collaborative review of contributing risk factors, particularly those relating to waste storage, disposal practices, and access for emergency responders. Together, both partners developed a 'Dutyholders Advice Notice' aimed at providing clear, practical information to business owners and operators. This included: guidance on the safe storage and segregation of waste; requirements for the timely and appropriate disposal of commercial waste; a reminder of relevant legislative obligations; and advice on maintaining clear access for emergency services and reducing potential fire loading. The notices were delivered in person to all businesses within the area by operational crews, offering an opportunity for direct engagement, clarification, and the strengthening of relationships with local 'dutyholders'. This proactive approach supports long-term fire risk reduction within a key commercial district while reinforcing a partnership-led model for community safety. Following the successful implementation of this initiative, the practice has been rolled out across ENSA and details distributed to all operational crews to be used as an engagement tool within their own area and post-incident. This successful partnership has recently been highlighted by National (Daily Record) and local media (Kilmarnock Standard) following a request for information.

COLLABORATION
West Service Delivery Area
Persons In Crisis Response
 City of Glasgow LSO Area led by SC James Sullivan are currently working with partners in Police Scotland, Water Safety Scotland, Public Health Scotland and CoSLA to provide guidance, in the form of a Task Card, to Emergency Services responding to a Person In Crisis. SFRS personnel often arrive at these incidents before Police Scotland and the guidance will not negate the need for negotiators, but will allow for a safe, structured engagement until their arrival and facilitate a structured handover. By use of Task Cards, responders will be better prepared to de-escalate some incidents, whilst bringing stability to more complex cases until the arrival of trained personnel who bring enhanced negotiating skills. With the potential for these incident types to become protracted, early intervention and resolution will support SFRS and our partners to maintain resilience in wider emergency response. There are additional benefits to our personnel by decreased exposure to traumatic incidents and their own sense of worth during such occurrences.

FireSkills Employability Award (FEA)
 Over the last 3 years, ENSA LSO Area and Ayrshire College have worked in partnership to develop the FireSkills Employability Award (FEA). FireSkills is a flexible programme designed to engage young people through a series of challenging activities. Working alongside trained Firefighters, participants develop essential 'core skills' such as communication, problem-solving and teamwork. It consists of a series of individual sessions that are based on Firefighter 'drills' adapted to provide a unique learning experience for young people. The sessions can be combined to provide a course which, due to the support of Ayrshire College, is now credit levelled on the Scottish Credit and Qualifications Framework (SCQF) providing 4 credits at Level 4. By engaging young people, many of whom have struggled with more formal education, and/or experienced challenging life journeys, in this way and by working in partnership, both the college and SFRS can demonstrate their commitment to contribute to National priorities such as making our communities safer, youth justice and education, and lifelong learning, among others.

Following our initial 'Pilot' course in 2024, we have completed two further courses for the Ayrshire College, Uniformed Service students in 2025. During this time, we have continued to develop our FEA syllabus ensuring that the candidates' learning experience is continually improved upon. Our latest delivery saw us become the first FireSkills course in Scotland to utilise our National Training Centre (NTC) facilities, allowing the pupils to learn within environments used to train operational Firefighters. This included a demonstration of 'entanglement' techniques, Breathing Apparatus 'Search and Rescue' and a demonstration of the Fire Behaviour 'demo' box by NTC instructors. Students were also introduced to the SFRS 'Safety House' where Community Safety Advocates (CSAs) discussed the identification of fire risk within the home, as well as the procedures and policies utilised by SFRS. This additional input supports our delivery of CPR Awareness, 'drill' ground scenarios (hose running), and Road Traffic Collision extrication techniques. We hope that by introducing these elements to the FEA input, the students from Ayrshire College gain valuable life experiences as they progress through their Uniformed Services Course. Locally, we look forward to expanding this initiative, developing our partnership with Ayrshire College and providing the best experience for all participants.

East Service Delivery Area
Centre Forward Programme Firefighter Experience
 This is a collaborative initiative between Falkirk and West Lothian LSO Area and the Falkirk FC Foundation, designed to support the employability and community wellbeing of young people aged 18-24. The programme is designed to be experiential and interactive, providing participants with structured exposure to a working fire station environment, practical firefighter skills, and targeted safety education. The initiative aims to improve employability, build confidence and provide transferable skills, and enhance community safety awareness among young people, while strengthening partnerships between SFRS and third-sector organisations. SFRS and the Falkirk Foundation have agreed on a programme of multiple engagement days throughout the year. These sessions are hosted within operational fire stations and include supervised practical firefighter skills activities, providing insight into the role and expectations of operational firefighters and safety Education inputs by the Community Action Team, focusing on key risk areas such as road safety and home safety. The benefits of the initiative improve community wellbeing through positive engagement with young people, contributing to early intervention and prevention through education and engagement.

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	Major factor in organisational carbon emissions - prerequisite to success in meeting carbon targets.	National	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



Climate Change

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



KPI 32 Carbon Emissions

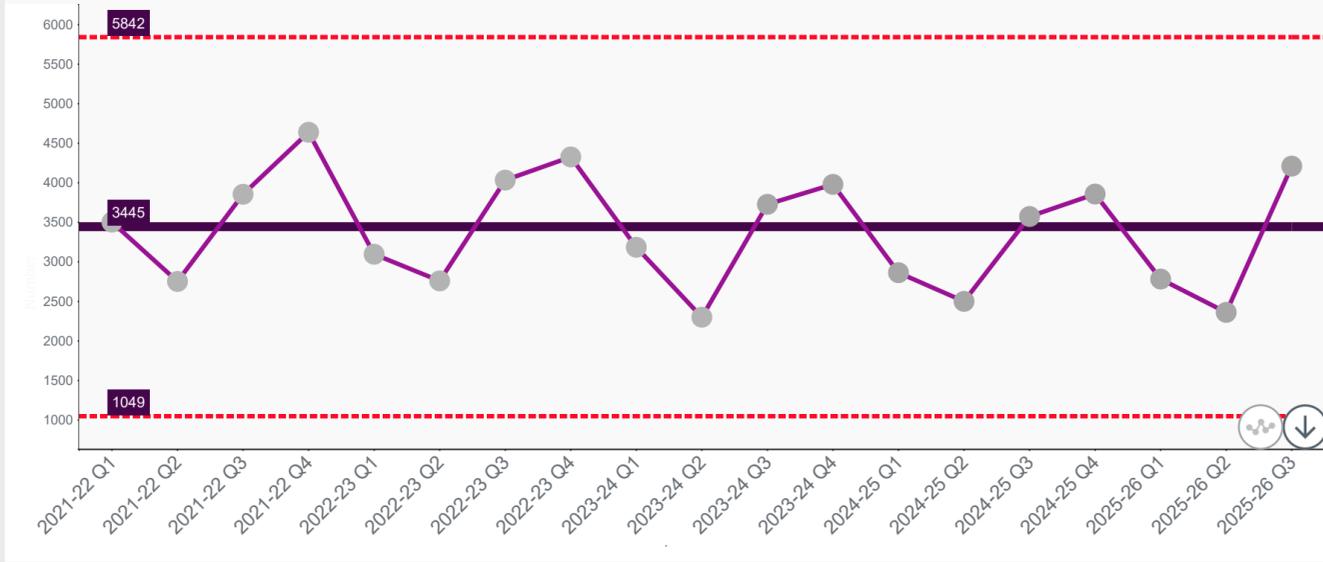
Reduce annually by 6%

PURPOSE: 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

OWNER: Head of Asset Management

SUMMARY

Our carbon reduction target is yet to be finalised. The draft Carbon management Plan 2025-30 is awaiting sign off.



KPI 33 Carbon Funding vs Estimated Requirement

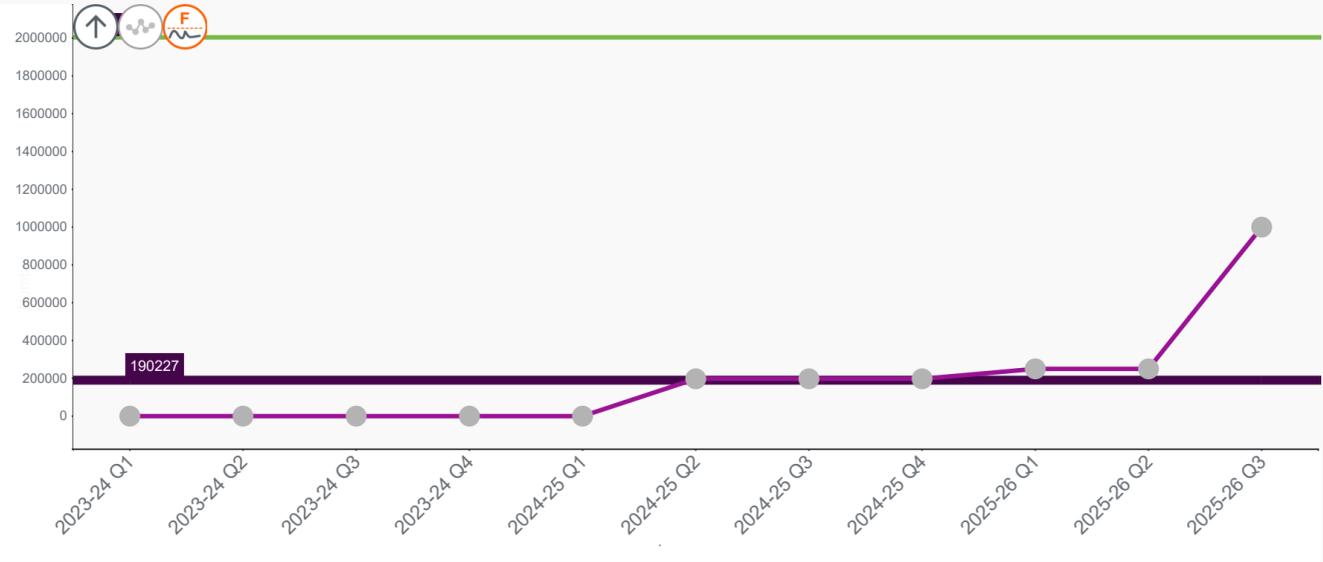
100% of estimated funding

PURPOSE: Major factor in organisational carbon emissions - prerequisite to success in meeting carbon targets.

OWNER: Head of Asset Management

SUMMARY

A capital allowance of £1 million has been provided for 2025/26. There is no agreed funding requirement as the CMP 2025-30 is yet to be signed off.



KPI 34 Recycling Rate

Increase annually by 5%

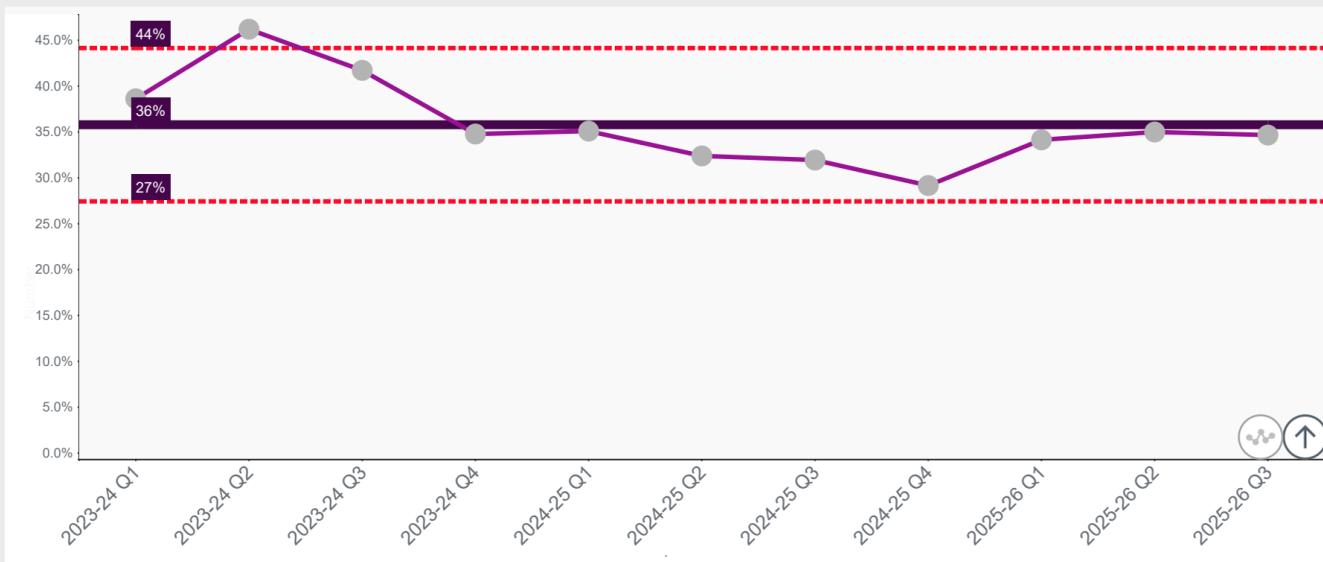
PURPOSE: Recycling rate and waste to landfill are minimal factors in SFRS impacts on climate change, however there are wider environmental benefits.

OWNER: Head of Asset Management

SUMMARY

The recycling rate increased very slightly in Q3 to 36% on average across this part of the estate, which remains lower than the Scottish average of over 40%.

Support is still requested from across the service to segregate waste streams as per our...



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 complying with GDPR/Data Protection legislation 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



Effective Governance and Performance

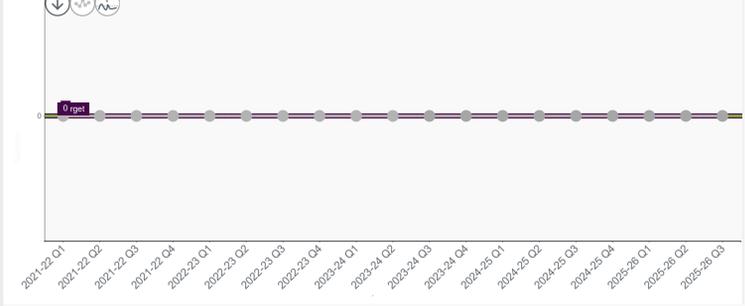


We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

KPI 35 Cyber Security Breaches

PURPOSE: To record the number of successful cyber breaches experienced by the Service

OWNER: Head of ICT

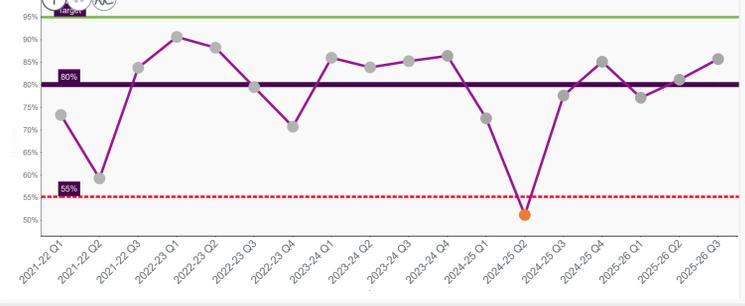


SUMMARY
Cyber and wider DaTS teams continue to monitor and improve on available controls.

KPI 36 % Subject Access within Timeframe

PURPOSE: Demonstrates if we are meeting the statutory timescales of GDPR/Data Protection legislation

OWNER: Head of Corporate Communications



SUMMARY
Continuing to work with relevant departments to retrieve Subject Access information quickly and respond to requesters.

KPI 37 Data Breaches

PURPOSE: Demonstrates if staff are complying with GDPR/Data Protection legislation to avoid data breaches

OWNER: Head of Corporate Communications

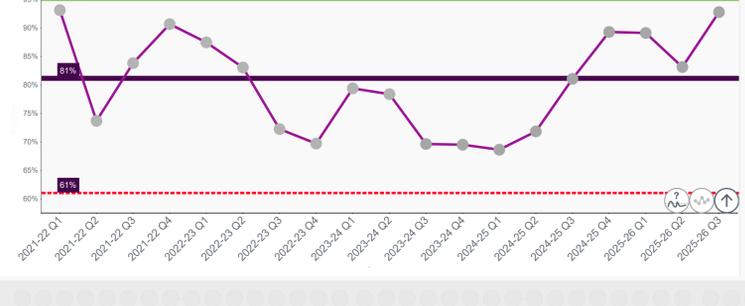


SUMMARY
Significant increase in breaches over the quarter, predominantly due to disclosure in error. Relevant staff contacted and reminded to revisit GDPR/E-Learning package again and in some cases closer monitoring from immediate supervisor to support them.

KPI 38 % FOI Responded within Timeframe

PURPOSE: Demonstrates if we are meeting the statutory timescales of Freedom of Information legislation

OWNER: Head of Corporate Communications

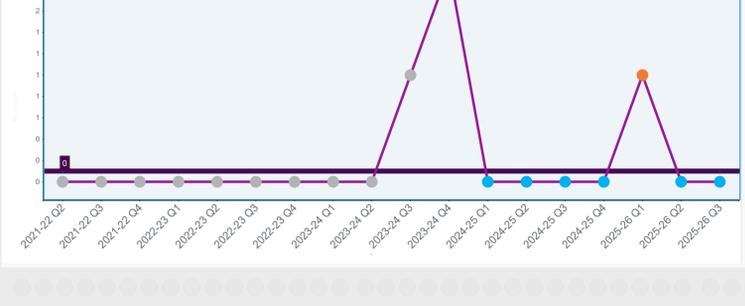


SUMMARY
Freedom of Information responses on time have been increasing gradually. Efforts are being made to try and maintain this over the festive/holiday period.

KPI 39 Confirmed Frauds

PURPOSE: Unavailable

OWNER: Head of Finance & Procurement



SUMMARY
Direct engagement with Directorates, the use of fraud presentations and the ongoing fraud risk assessment process aim to identify and manage potential control gaps, minimising the potential for fraud to impact the Service. Work also ensures potential frauds are reported at an early stage.

KPI 40 % Invoices Paid in 30 Days

PURPOSE: Unavailable

OWNER: Head of Finance & Procurement

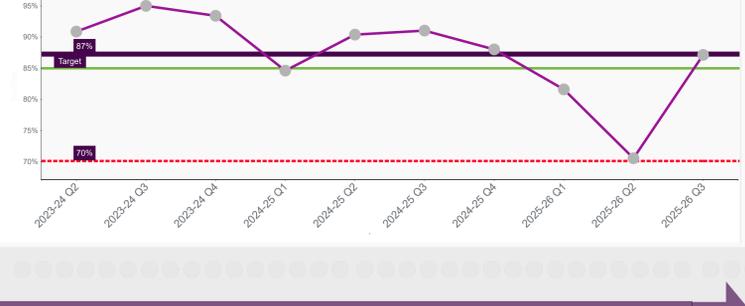


SUMMARY
KPI has been achieved this quarter.

KPI 41 % Service Desk Incidents within SLA

PURPOSE: 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)

OWNER: Head of ICT



SUMMARY
We have employed a contractor Service Desk Analyst which has really helped us manage the workload between handling incoming calls to the Service Desk, and managing our ticket queues to adhere with SLAs

KPI 42 % Service Desk Requests within SLA

PURPOSE: 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)

OWNER: Head of ICT

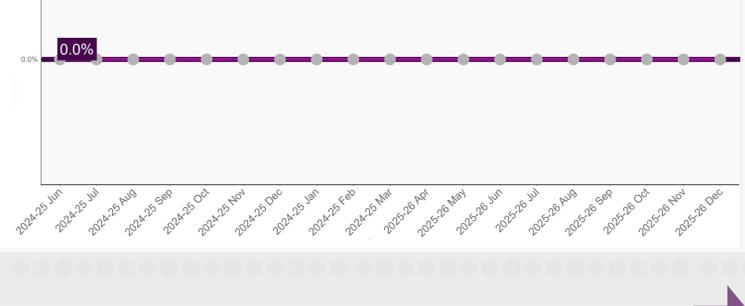


SUMMARY
Employing contracted Service Desk Analyst helped us manage the workload between handling incoming calls, and managing our ticket queues to adhere with SLAs. Moving forward, we are actively recruiting for a Service Desk Analyst which will negate the need for the contractor.

KPI 43 Portfolio Delays

PURPOSE: The percentage variance of the forecast completion dates against the baseline completion dates for all projects, aggregated over the change portfolio.

OWNER: Head of Portfolio Office



SUMMARY
Completion time is green against the 10% target, this is calculated using the current approved BC duration which takes into account previously approved change requests and not against the original BC duration

KPI 44 Portfolio Overspend

PURPOSE: The percentage variance of the forecast completion costs against the baseline completion costs for all projects, aggregated over the change portfolio.

OWNER: Head of Portfolio Office

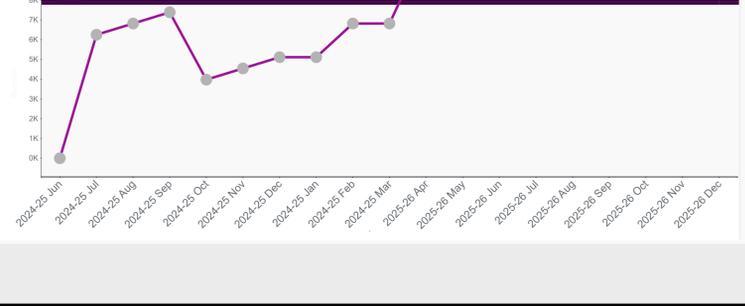


SUMMARY
ESMCP/IVS, the New Mobilising System and Rostering are all forecasting an underspend. Overall there is a forecast underspend of £1.001m (2.51%), which within the limit of the 5% variance target.

KPI 45 Portfolio Cashable Benefits

PURPOSE: The aggregate cashable benefits realised across the change portfolio (in GBP)

OWNER: Head of Portfolio Office



SUMMARY
The cumulative benefit from when the project started would therefore be £3.975m for the 2023/2024 financial year and a further £6.814m for the fiscal year 2024/2025 to date. No other project within the Change Portfolio has delivered cashable benefit...

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 as an 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 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.	National	Quarterly	Reduce against previous year	Safety and Assurance
53	Number of accidents and injuries	Demonstrates 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 potential 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	People
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 to Say response for that characteristic.	National	Annually	Reduce against previous year	People



People



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

KPI 46 Resource Based Crewing FTE

PURPOSE: 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.

Track
OWNER: Head of People

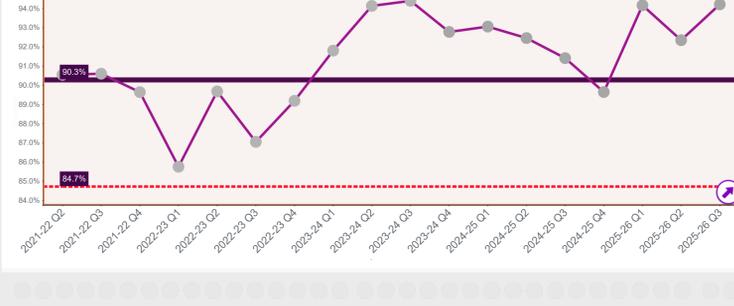


SUMMARY
Against a TOM of 2855, the RBC FTE position has improved to 2774 in Q3 - compared to 2749 in Q2.

KPI 46 Off Station FTE

PURPOSE: 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.

Track
OWNER: Head of People



SUMMARY
Against a TOM of 347, Off-Station FTE position has improved in Q3 to 342 - compared with 338 in Q2.

KPI 46 Flexi Officer FTE

PURPOSE: 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.

Track
OWNER: Head of People



SUMMARY
Against a TOM of 255, the Flexi-Officer FTE position has slightly dropped to 264 in Q3 - compared to 265 in Q2.

KPI 46 Operations Control FTE

PURPOSE: 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.

Track
OWNER: Head of People

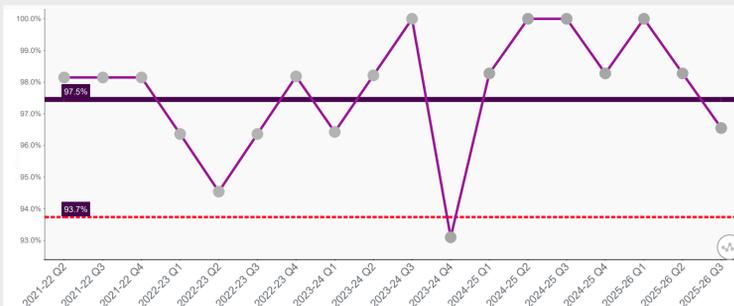


SUMMARY
Against a TOM of 174, OC FTE position has worsened in Q3 to 161 - compared to 167 in Q2. An OC Recruitment Intake will commence Training in Mar 26 to attempt to improve the position.

KPI 46 Rural Full-time FTE

PURPOSE: 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.

Track
OWNER: Head of People



SUMMARY
Against a TOM of 58, Rural FT FTE position has dropped to 56 in Q3 - compared to 57 in Q2.

KPI 46 On Call Retained FTE

PURPOSE: 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.

Track
OWNER: Head of People



SUMMARY
Against a TOM of 3309, On-Call Retained FTE position has remained the same in Q3 as it was in Q2 - at 2286.

KPI 46 On Call Volunteer FTE

PURPOSE: 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.

Track
OWNER: Head of People

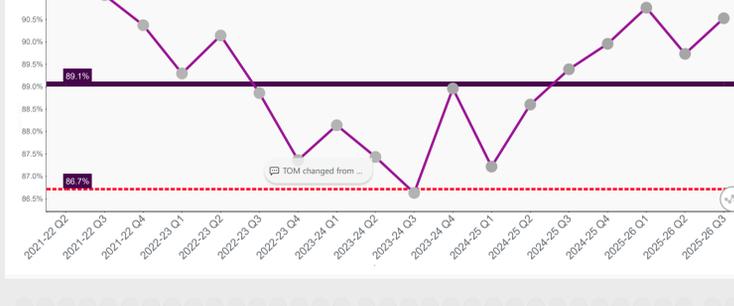


SUMMARY
Against a TOM of 377, On-Call Volunteer FTE position has decreased in Q3 to 261 - compared with 266 in Q2.

KPI 46 Support Staff FTE

PURPOSE: 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.

Track
OWNER: Head of People



SUMMARY
Against a TOM of 872, Support Staff FTE position improved against that TOM measured slightly in Q3 to 841 - compared against 839 in Q2.

KPI 47 Vacancies Rate

PURPOSE: Monitoring the vacancy rate provides insight into the Service's ability to attract, recruit and retain staff, and the time to hire.

Track
OWNER: Head of People

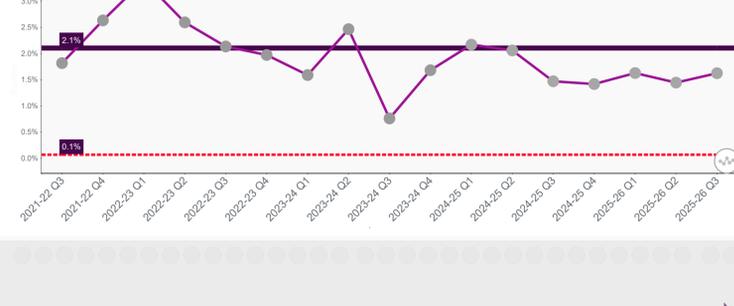


SUMMARY
The Vacancies Rate has remained relatively steady in Q3 at 16.2% - compared with 16.1% in Q2.

KPI 48 Turnover Rate

PURPOSE: Monitoring staff turnover and the underlying reasons provides insight into SFRS' attractiveness as an employer, aligned to our ambition to develop and sustain a positive and inclusive workplace culture where all employees are treated with respect and dignity.

Track
OWNER: Head of People

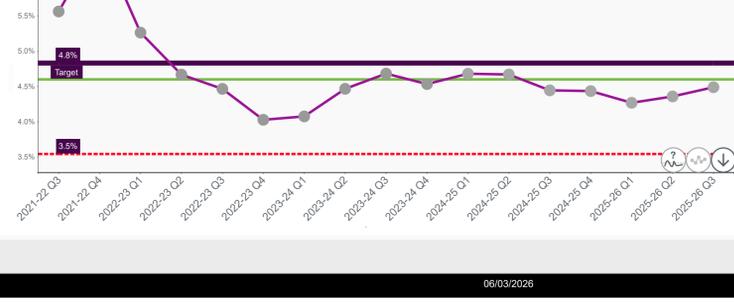


SUMMARY
Turnover Rate has increased in Q3 to 1.62% - compared to 1.45% in Q2.

KPI 49 Absence Rate

PURPOSE: 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.

Reduce against previous year
OWNER: Head of People



SUMMARY
Overall absence rate has increased slightly in Q3 (4.49%) from 4.36% in Q2. Advice, Guidance and Training on Absence/Affidavit Management continues to be provided to Line Managers.

People



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

KPI 50 Verbal Attacks on Firefighters

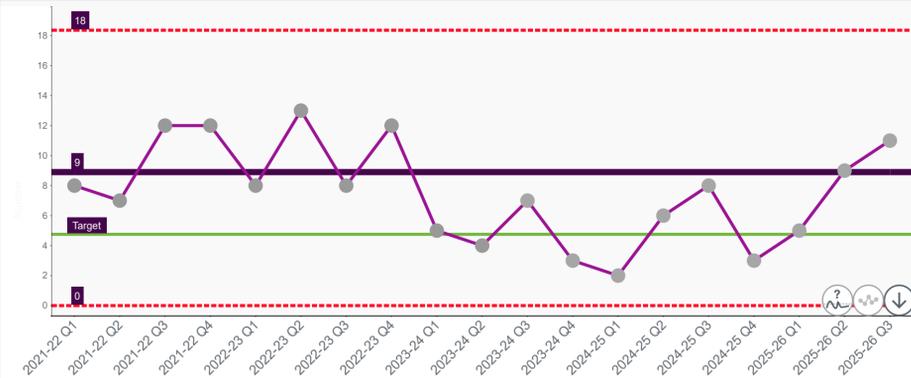
PURPOSE: Demonstrates how many verbal attacks have occurred to SFRS personnel by members of the public

Reduce against previous year

OWNER: Head of Safety and Assurance

SUMMARY

An increase is noted in Q3 from the previous quarter. Control measures noted from investigation outcomes include ensuring members of the public are appropriately supervised while on SFRS premises. We continue to encourage staff to report instances of AoV.



KPI 51 Physical Attacks on Firefighters

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

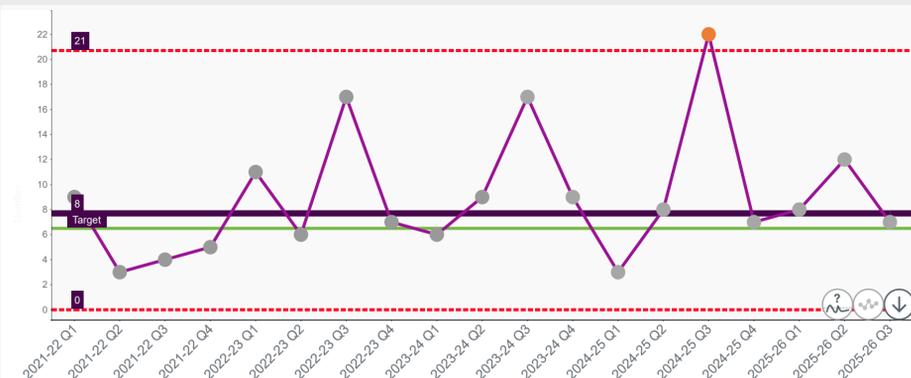
Reduce against previous year

OWNER: Head of Safety and Assurance

SUMMARY

A decrease is noted in Q3 from both the previous quarter and the previous reporting year.

We continue to encourage staff to report instances of AoV.



KPI 52 Number of RIDDOR reportable injuries

PURPOSE: Demonstrates how many notifications the 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.

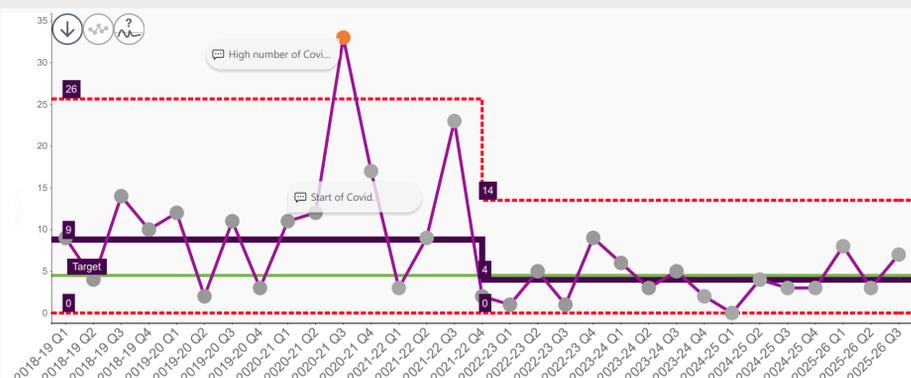
Reduce against previous year

OWNER: Head of Safety and Assurance

SUMMARY

7 RIDDOR events were reported in Q3.

There was no identified trend across the varying root causes in Q3. Each event is investigated and managed locally within the LSO area.



KPI 53 Accidents and Injuries (excl. RIDDOR)

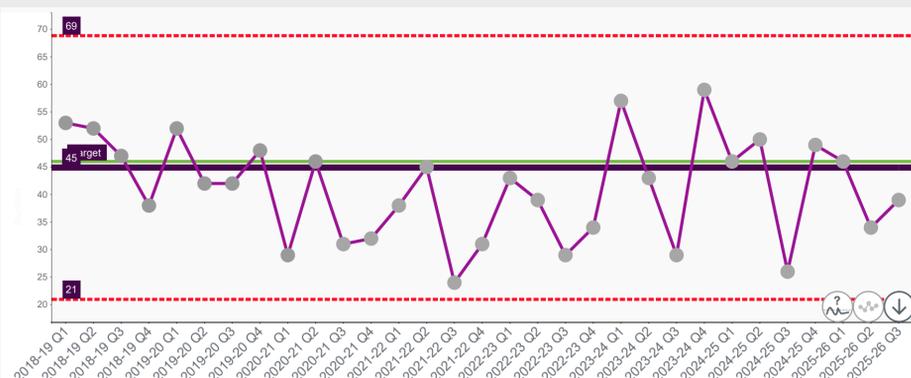
PURPOSE: Demonstrates total accidents and injuries to occur through workplace accidents

Reduce against previous year

OWNER: Head of Safety and Assurance

SUMMARY

An increase is noted in Q3. The top three causes were Impact from Slips, Trips and Falls, Impact with a Moving/Stationary Object, and Manual Handling. All events are investigated to reduce the likelihood of recurrence. SAIGs continue to monitor local trends and take action where required.



KPI 54 Near Miss

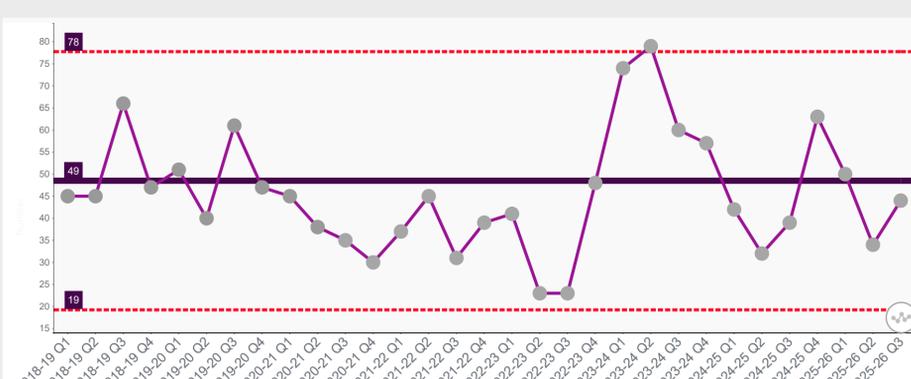
PURPOSE: Total recorded number of near miss events that had the potential to lead to an accident or ill health

Track

OWNER: Head of Safety and Assurance

SUMMARY

An increase is noted in Near Misses (NM) when compared to the previous reporting year. The most common category reported in Q3 was Appliance and Pumps. All Directorates promote NM reporting at SAIG meetings to reduce the risk of injury and to ensure safe working environments.



KPI 55 Vehicle Accidents

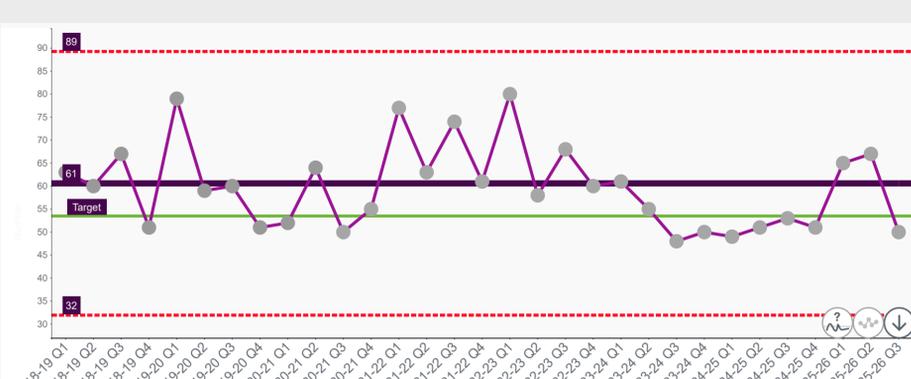
PURPOSE: Total number of events that involved vehicle accidents

Reduce against previous year

OWNER: Head of Safety and Assurance

SUMMARY

A decrease is noted in VAs compared to both the previous quarter and reporting year. The Driver Safety Group monitors vehicle trends and take action where required. A Low Speed Manoeuvres Booklet is being prepared for publication in Q4. Local areas continue to promote TfOC driving training modules.



KPI 56 Completion of Health and Safety Improvement Plans

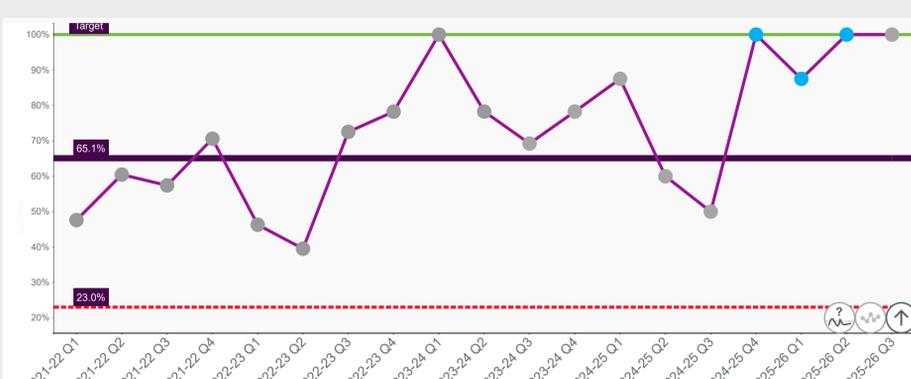
PURPOSE: Demonstrates the completion of improvement plans to drive safety performance

100%

OWNER: Head of Safety and Assurance

SUMMARY

100% (6 of 6) actions in Q3 were completed across all SDAs and Directorates. Local SAIG groups continue to manage and support the completion of improvement plans.



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 3, the SFRS Working in Partnership Report 2024/25 was published and shared with colleagues and partners. The report, which highlights the importance of partnership working, includes over 70 examples of the wide-ranging partnerships initiatives that take place locally and nationally across the country.

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

Fostering Compassion

East Lothian Community Action Team have worked in partnership over several years with Fostering Compassion, who are a charity for vulnerable children to promote humane values to young people who have suffered from adverse childhood experiences. The organisation recognises the compassionate link between children and animals which they look to build on and strengthen these relationships.

We became involved with this charity which was inspired by a young aspiring vet who tragically died in a car crash eight years ago.

We participated with the workshops the charity offered to help and support young people by educating them about our animals in service, as well as discussing animal rescues which we attend. Through donations made via the charity, money was raised and 'Smokey Paws' kits purchased to allow firefighters to provide medical oxygen to various animals at different incidents. The kits have been used to save the lives of family pets involved in house fires and Road Traffic Collisions.

Our partnership with the charity has continued to evolve and one of our employees attended the Compassion Always Conference and delivered a speech on our involvement with animals and use of 'Smokey Paws' which was part of the Royal (Dick) School of Veterinary Studies Bicentenary Celebrations. The Fostering Compassion charity has provided 28 kits, some to stations as far away as Skye, allowing more and more firefighters to be able to utilise them and aspires to expand the programme in the future.

Angus Fire Stations Summer of Fun, Food and Safety

From July to August 2024, a total of 30 open days took place across all our Community Fire Stations in Angus. Our crews worked together with a range of partners including Angus Council Vibrant Community Team, Tesco Community Champions and Co-op Community Champions, Police Scotland, Voluntary Action Angus and Home Start Angus on an innovative project 'Angus Fire Stations Summer of Fun, Food and Safety'.

The purpose of the initiative was to provide opportunities during the summer school holiday for crews to promote public safety campaigns that raise awareness of fire, water and road safety, and other community safety matters, and contribute to reducing inequalities. These sessions were open inclusive events for the whole community looking to engage with the most deprived members with the offer of free breakfast, lunch and free school uniforms.

The open days were a tremendous success with approximately 2,500 members of the community NSDA – Our Initiatives PAGE 24 attending. The events created a fun and social environment to help improve mental health and social inclusion. We received encouraging feedback from individuals who attended some of the events:

"I visited one Friday with my son, we brought along some uniform that he had grown out of to donate, and I managed to pick up some shirts for the year for him. Times are hard, and uniform is expensive, so I really appreciated this service. I also hate to think of clothes going to landfill so any way that they can be used again or recycled is amazing!"

Another attendee said:

"The summer holidays are great, but can be also long and expensive, so it was also nice for something to do with my son that didn't cost anything, he enjoyed seeing the fire engine and the breakfast packs, juice etc. are much appreciated. Over the holidays I spoke to at least 10 other families that had visited."

By offering free services, this innovative partnership ensures maximum value for the community, further strengthens partnerships, and delivers our strategic priority of value and efficiency. Additionally, the information passed by our crews and accompanying literature disseminated at the sessions delivered a crucial safety message which directly contributes to preventing emergencies and harm.

The open days will be held annually throughout Angus with the individual Community Fire Stations tailoring the events to the safety, social and economic needs within their community. It is hoped these successful events will inspire similar events to be held nationally.

Work on the 2025/26 iteration of the publication has already begun, with over 45 articles already being received for inclusion including an article about simulated gas explosion that helped test interoperability between SFRS Specialist Rescue teams, the British Army, the Scottish Ambulance Service and Police Scotland:

Multi-agency training exercise at Cambuslang

A large-scale multi-agency training exercise at our National Training Centre in Cambuslang has supported the British Army in testing their field hospital capability during a major incident.

Specialist Rescue TSA (USAR) organised the exercise which involved around 70 SFRS personnel, including crews from Cumbernauld and Clarkston, East Kilbride rope rescue, Bellshill's Command Support Unit and UKISAR personnel.

Approximately 60 members of the British Army, SMARTEU (Scottish Multi-Agency Resilience Training and Exercise Unit), Scottish Ambulance Service and Police Scotland also participated.

The scenario simulated a gas explosion in a village, creating multiple casualties and required the rapid deployment of an emergency field hospital. This tested interoperability between SFRS Specialist Rescue teams, including USAR and rope rescue. An incident command element allowed SFRS and partners to practise managing a complex, multi-agency response.

Watch Commander and UK-ISAR Crew Leader Steve Adams said: *"Exercises like this are vital in strengthening our operational readiness and ensuring we continue to work effectively with our partners to keep communities safe."*

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

How to navigate your way around this report:

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- 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.

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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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For further help, please contact the Business Intelligence Team - bi@firescotland.gov.uk



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/SPPC/02-26

Agenda Item: 12

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	26 MARCH 2026							
Report Title:	THREE-YEAR DELIVERY PLAN 2025-28: QUARTER 3 2025/26 PROGRESS REPORT							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		A	B	C	D	E	F	G
1	Purpose							
1.1	The purpose of this report is to present the Board of Scottish Fire and Rescue Service (SFRS) with a quarterly progress report on how we are performing against the 2025/26 actions within the Three-Year Delivery Plan 2025-28.							
1.2	The paper also provides a brief update on the new format of reporting, including the provision of access to supplementary detailed dashboard reporting.							
2	Background							
2.1	The Scottish Government Governance and Accountability Framework sets out the SFRS's duty to prepare an Annual Operating Plan each year to support the achievement of the SFRS Strategy 2025-28.							
2.2	From 2024/25 a three-year rolling plan was developed that also provided information on Portfolio Programmes and Projects. As such, the Three-Year Delivery Plan was developed, replacing the Annual Operating Plan, to provide one over-arching document that details the strategic and change activities that are planned for the next three years.							
2.3	This report provides an update of progress made against the 2025/26 actions of the Three-Year Delivery Plan 2025-28 in Quarter 3 of 2025/26.							
3	Main Report/Detail							
3.1	Development of Power BI Dashboard Process							
3.1.1	During Quarter 3, the Strategic Planning and Business Intelligence Teams have continued to work together to develop the new more streamlined and user-friendly progress reporting process for the SFRS Three-Year Delivery Plan (formally the Annual Operating Plan). The further changes to this process aim 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	During Quarter 3, action owners provided their progress updates directly onto a reporting form which populates a Power BI dashboard . The intuitive dashboard provides the reader with executive and action summaries, providing an at-a-glance overview of progress. The system provides capability to interrogate this progress at both action and milestone level, with several filters available to order the information by quarter, directorate, chief's priority or RAG status.							

3.1.3	<p>The design of the new process will remain iterative and there were some improvements made during Quarter 3. 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.</p>
3.2	<p>Quarter 3 Progress Update</p>
3.2.1	<p>The quarterly progress report is attached as Appendix A.</p>
3.2.2	<p>This report provides details of the overall progress made against the Three-Year Delivery Plan between 1 October 2025 and 31 December 2025.</p>
3.2.3	<p>There are 35 Actions contained within the Three-Year Delivery Plan. At the end of Quarter 3 2025/26, the following progress has been reported:</p> <ul style="list-style-type: none"> • 9 actions are complete and are blue. • 20 actions have been noted as progressing as planned and are green. • 6 actions have been noted as experiencing some slippage and are amber: <ul style="list-style-type: none"> - SC6.1 Develop and publish a SFRS People Strategy <i>A revised action due date from 31 March 2026 to 30 June 2026 is requested.</i> (People) - SC8.2 Commence review of the SFRS Pay and Reward Framework to enable us to attract and keep the talent we need leading to improved talent acquisition and employee engagement and out people feeling valued and supported. <i>A revised due date for Milestone 1 'To complete a benchmarking exercise' has been requested from 31 December 2025 to 31 March 2026. This request does not extend the overall action due date of 31 March 2026.</i> (People) - SC9.2 Complete a Service Delivery Review Public Consultation process and finalise options for change by end of December 2025. <i>A revised action due date from 31 December 2025 to 31 March 2026 is requested.</i> (Service Delivery Review/Operations Delivery) - SC9.3 Prepare for and commence Alternative Duty Systems and/or Crewing Models. <i>A further (2nd) revised action due date from 30 April 2026 to 20 June 2026 is requested.</i> (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. <i>A further (2nd) revised action due date from 31 March 2026 to 30 September 2026 is requested.</i> (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) <i>A revised action due date from 31 March 2026 to 30 September 2026 is requested.</i>

3.5	In line with the previous reporting format, Appendix A , provides detailed commentary on all red and amber actions noted above.
3.6	The reporting dashboard, which can be accessed below, is also available should members wish to further interrogate by viewing progress updates down to milestone level.
3.7	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: <ul style="list-style-type: none"> • review the Quarter 3 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 3 (01 October 2025 to 31 December 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	Communications & Engagement 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.	
5.11	Legal Delivery of the Three-Year Delivery Plan 2025-28 meets with the requirements of the Governance and Accountability 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 Delivery The content of this progress report does not impact upon Service Delivery.	
6	Core Brief	
6.1	The Director of Strategic Planning, Performance and Communications presented members of the Board of the SFRS with a progress update on the Three-Year Delivery Plan. SFRS Board members were asked to scrutinise the content of the report.	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications.
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.2	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	Appendices/Further Reading	
8.1	Appendix A: Three-Year Delivery Plan Q3 Progress Update	
Prepared by:		Kirsty Jamieson, Planning and Performance Officer
Sponsored by:		Richard Whetton, Head of Governance, Strategy and Planning
Presented by:		Mark McAteer, Director of Strategic Planning, Performance and Communications
Links to Strategy and Corporate Values		
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 Three-Year Delivery Plan is revised each year to support the delivery of the SFRS Strategy and uphold corporate values.		

OFFICIAL

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Corporate Board</i>	<i>09 February 2026</i>	<i>For Recommendation</i>
<i>Strategic Leadership Team</i>	<i>17 February 2026</i>	<i>For Recommendation</i>
<i>SFRS Board</i>	<i>26 March 2026</i>	<i>For Scrutiny</i>



SCOTTISH

FIRE AND RESCUE SERVICE

Working together for a safer Scotland

SFRS Three-Year Delivery Plan: Exceptions



MANAGEMENT INFORMATION

APPENDIX A



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

Reporting Period:
2025-26-Q3



EXECUTIVE OVERVIEW

ACTION SUMMARY

ACTION INDEX



BUSINESS INTELLIGENCE



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 SC6.1

Leadership & Culture SC8.2

SSR Programme SC9.2

SSR Programme SC9.3

SSR Programme SC11.3

SSR Programme SC11.4

This overview presents a snapshot of the status of all of the Three-Year Delivery Plan 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.



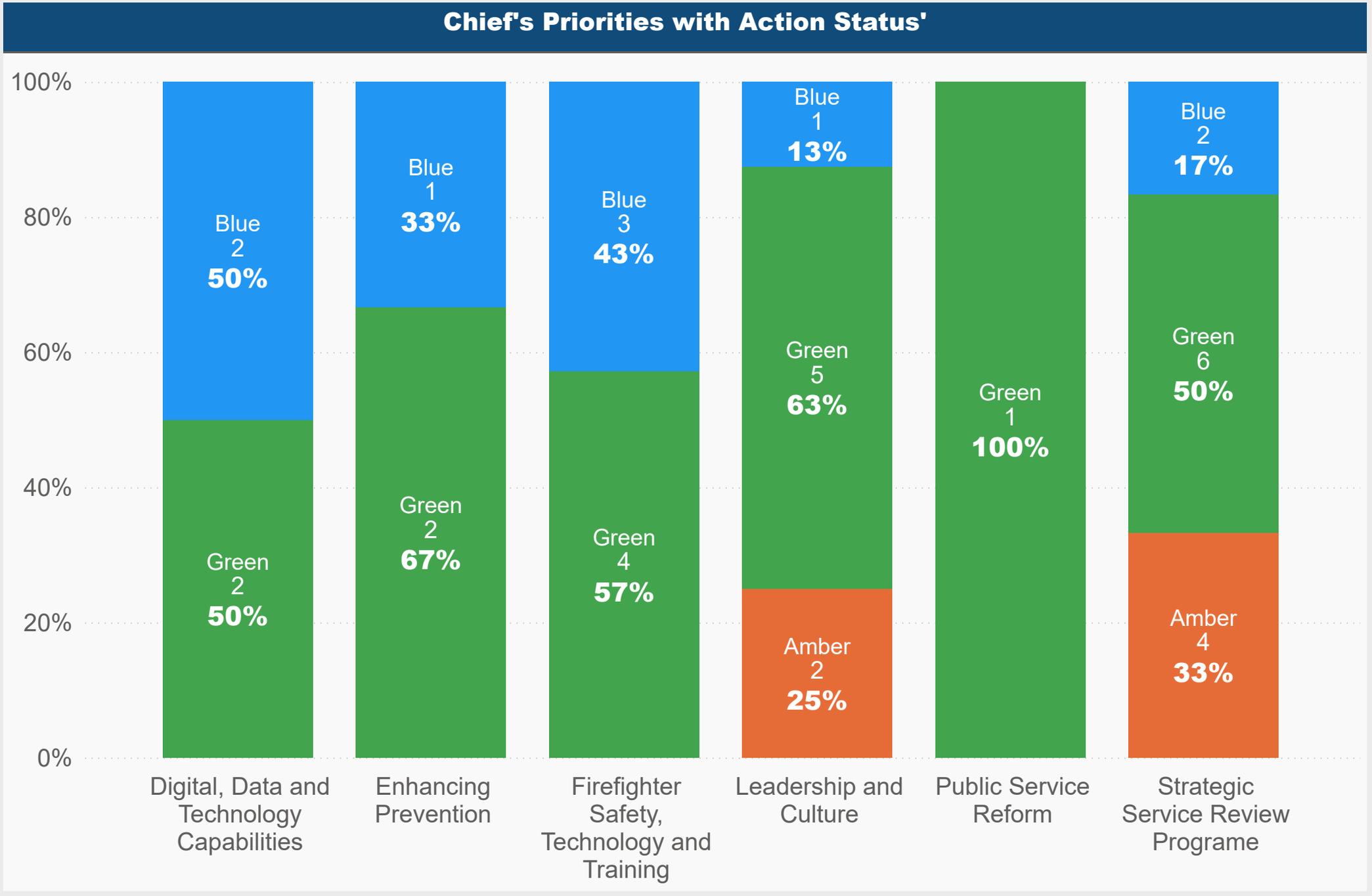
0 Red Actions

6 Amber Actions

20 Green Actions

9 Blue Actions

6 Revised End Dates



- Executive Overview
- Action Summary
- Leadership & Culture SC6.1
- Leadership & Culture SC8.2
- SSR Programme SC9.2
- SSR Programme SC9.3
- SSR Programme SC11.3
- SSR Programme SC11.4

This Executive Summary presents a high-level scorecard of all of the Three-Year Delivery Plan actions.

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



0
Red Actions

6
Amber Actions

20
Green Actions

9
Blue Actions

6
Revised End Dates

Chief Priority	Service Commitment	Action Ref	Action	Lead Directorate	% Complete	Action Status
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 incidents. This will minimise operational disruption, protect critical infrastructure, and maintain public trust in our ability to serve and protect.	SC13.1	Cyber Security Improvement	Finance and Contractual Services	50%	●
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.	SC12.2	DDaT Strategy Delivery	Finance and Contractual Services/ Strategic Planning, Performance & Communications	40%	●
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.	SC12.3	DDaT Strategy Action Plan	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.	SC12.1	DDaT Strategy Approved	Finance and Contractual Services/ Strategic Planning, Performance & Communications	95%	●
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.	SC1.3	Evaluation of Prevention	Prevention	45%	●
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.	SC1.2	Influencing Fire Legislation	Prevention	80%	●
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.	SC1.1	CHES Pilot	Prevention	95%	●
Firefighter Safety, Technology and Training	By implementing improvements to our On Call processes we will provide a more flexible and effective On Call resource.	SC5.1	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.	SC4.1	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.	SC3.2	Assurance Roles	Training, Safety and Assurance	30%	●
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.	SC3.1	TSA Restructure	Training, Safety and Assurance	70%	●
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.	SC4.2	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.	SC4.3a	CivTech Development	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.	SC4.3b	CivTech Development	Service-wide	100%	●
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.	SC8.2	Pay and Reward Framework Review	People Directorate	5%	●
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.	SC6.1	People Strategy	People Directorate	25%	●
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.	SC6.2	Leadership and Culture	People Directorate	75%	●
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.	SC6.3	Leadership and Management Framework Delivery	People Directorate	40%	●
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.	SC6.4	SFRS Values	People Directorate	0%	●
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.	SC7.2	H&W Model	Training, Safety and Assurance	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.	SC8.1	Recruitment Reflects Scotland	Training, Safety and Assurance	45%	●
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.	SC7.1	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.	SC2.1	Public Service Reform	Prevention / Service-wide	5%	●
Strategic Service Review Programme	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	SC11.3	BA Renewal	Enabling Infrastructure / Finance and Contractual Services	50%	●
Strategic Service Review Programme	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	SC11.4	Rostering Project	Enabling Infrastructure / Finance and Contractual Services	55%	●
Strategic Service Review Programme	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.	SC9.3	Alternative Delivery Models	Service Delivery Review / Operations Delivery	65%	●
Strategic Service Review Programme	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.	SC9.2	SSRP Consultation	Service Delivery Review / Operations Delivery	75%	●
Strategic Service Review Programme	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.	SC10.1	Corporate Services Review	Corporate Services Review	70%	●
Strategic Service Review Programme	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.	SC10.2	PPFT	Corporate Services Review	55%	●
Strategic Service Review Programme	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	SC11.1	Enabling Infrastructure	Enabling Infrastructure / Finance and Contractual Services	80%	●
Strategic Service Review Programme	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	SC11.6	ESMCP	Enabling Infrastructure / Finance and Contractual Services	65%	●
Strategic Service Review Programme	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	SC11.5	In-Vehicle Systems	Enabling Infrastructure / Finance and Contractual Services	70%	●
Strategic Service Review Programme	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.	SC9.4	Specialist Appliance Review	Service Delivery Review / Operations Delivery	70%	●
Strategic Service Review Programme	By undertaking our Enabling Infrastructure programme, we will ensure our people have access to modern systems, equipment and property.	SC11.2	NMS	Enabling Infrastructure / Finance and Contractual Services	95%	●
Strategic Service Review Programme	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.	SC9.1	MORRD	Service Delivery Review / Operations Delivery	100%	●

Service Commitment:

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				
ACTION	Develop and publish a SFRS People Strategy.			
Link to Strategic Objectives	Start Date	Original End Date	Revised End Date?	Revised End Date
3.3,3.6,3.7,3.8,3.9	2025-06 (Jun)	2026-03 (Mar)	Yes	29/06/2026

SC6.1

Lead Directorate:

People

Action Status:

Amber

25%
Complete

1
Milestones

PROGRESS UPDATE

Initial engagement has taken place with stakeholders to gather views on the vision and priorities for an SFRS People Strategy. Benchmarking of similar strategies in both public and private organisations has also taken place. Themes from both of these have been collated and have informed the development of an initial draft SFRS People Strategy.

The revised due date is requested to enable further stakeholder engagement during Quarter 4 and governance for approval in Quarter 1 of 2026/27.

ISSUES

Governance timescales has led to insufficient time to ensure full stakeholder engagement against the original timescale. A revised due date is requested.

MITIGATION

A revised due date to address this has been requested to support extended stakeholder engagement timescales and enable feedback to be gathered, considered and responded to. This will inform the final draft Strategy prior to seeking approval.

A revised due date from 31 March 2026 to 30 June 2026 is requested.

Service Commitment:

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

ACTION

Commence review of the SFRS Pay and Reward Framework to enable us to attract and keep the talent we need leading to improved talent acquisition and employee engagement and our people feeling valued and supported.

Link to Strategic Objectives

Start Date

Original End Date

Revised End Date?

Revised End Date

3.3,3.5

2025-09 (Sep)

2026-03 (Mar)

No

SC8.2

Lead Directorate:

People

Action Status:

Amber

PROGRESS UPDATE

Engagement commenced with the Support Staff Trade Unions to agree the next steps in the commencement of the Support Staff Pay and Reward Framework Review. Agreement was reached to contract a specialist consultant to carry out a clearly defined and evidence based analysis and provide a report on the strengths and challenges within the current framework, supported by independent benchmarking data. The specification for the Quick Quote process was completed, published and a consultant has been identified. Contract arrangements are being finalised to enable the work to commence.

5%
Complete

3
Milestones

ISSUES

Appointment and onboarding of the specialist consultant was delayed due to timelines for representative body engagement and the quick quote procurement process. Contractual arrangements were finalised week commencing 5 January 2026, in parallel with data gathering.

MITIGATION

A revised due date for Milestone 1 'To complete a benchmarking exercise' has been requested from 31 December 2025 to 31 March 2026. This request does not extend the overall action due date of 31 March 2026.

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.

SSRP Consultation					
ACTION	Complete a Service Delivery Review Public Consultation process and finalise options for change by end of December 2025.				
	Link to Strategic Objectives	Start Date	Original End Date	Revised End Date?	Revised End Date
	2.2,4.3,4.4	2025-06 (Jun)	2025-12 (Dec)	Yes	30/03/2026

SC9.2

Lead Directorate:

SDR / Operations ...

Action Status:

Amber

75%

Complete

2

Milestones

PROGRESS UPDATE

The Service Delivery Review consultation ran for 12 weeks (Jun-Sept 2025) and included an online survey and 40 stakeholder engagement events which included in-person meetings and online sessions. These attracted 840 attendees. Over 1,000 community groups were contacted. 3,672 survey responses were received.

ISSUES

Due to the scale and type of responses received, further work is required to ensure robust conscientious consideration, therefore, the SFRS Board and Strategic Leadership Team (SLT) took the decision to delay decision making to finalise options for change until 2026. A revised due date has been requested.

MITIGATION

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

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.

Alternative Delivery Models					
Link to Strategic Objectives	Start Date	Original End Date	Revised End Date?	Revised End Date	
2.3,2.4	2025-05 (May)	2026-02 (Feb)	Yes	29/06/2026	

SC9.3

Lead Directorate:

SDR / Operations ...

Action Status:

Amber

65%
Complete

6

Milestones

PROGRESS UPDATE

Working hours and leave policies are being developed for a Day Shift Duty System (DSDS) and nucleus crewing models to lay an effective foundation for future change projects.

ISSUES

Issues have included a slight delay in the Nucleus Crewing (NC) internal consultation whereby negotiations over the Day Shift Duty System (DSDS) Policy encountered a setback over the lack of national consistency around leave arrangements currently in place. This has impacted the publication of the Nucleus Crewing (NC) documentation and the updating of the Alternative Duty Systems Implementation Framework.
A revised due date is requested.

MITIGATION

An agreement has been reached with Representative Bodies and negotiations recommenced in January with meetings scheduled during January and February to agree Day Shift Duty System (DSDS) Terms and Conditions, which will pave the way for agreement on Nucleus Crewing Terms and Conditions.
A further (2nd) revised due date from 30 April 2026 to 30 June 2026 is requested.

Service Commitment:

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.				
	Link to Strategic Objectives	Start Date	Original End Date	Revised End Date?	Revised End Date
	2.5,3.1,5.5	2025-04 (Apr)	2025-10 (Oct)	Yes	29/09/2026

SC11.3

Lead Directorate:
Enabling Infrastr...

Action Status:
Amber

50%
Complete

2
Milestones

PROGRESS UPDATE

An Outline Business Case (OBC) is currently being developed by the Self-Contained Breathing Apparatus Project Team and Clare Adams. This is expected to be presented to the Change Portfolio Investment Group (CPIG) in February 2026. A Project Board was established in July 2025 with new Senior Responsible Officer (SRO) Assistant Chief Officer (ACO) McGoldrick having now been appointed in December 2025. The 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. Recruitment of a dedicated Project Manager is still in progress with the Portfolio Office.

ISSUES

Work to establish SCBA Project team and User Intelligence Group (milestone 1) has caused delays whereby, in order to progress, additional Project Team Members are required to be recruited.
A further (2nd) revised due date is requested.

MITIGATION

A further (2nd) revised due date from 31 March 2026 to 30 September 2026 is requested.

Service Commitment:

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	29/09/2026

SC11.4

Lead Directorate:

Enabling Infrastr...

Action Status:

Amber

55%

Complete

6

Milestones

PROGRESS UPDATE

Significant progress has been made with all three modules within the Project. Availability and Payroll have gone live in two of the three Service Delivery Areas with the third going live in February.

Work took place across all stakeholder groups to ensure everything was in place for the Availability and Payroll go lives which proved invaluable during four very successful go lives thus far. The Project Team and the stakeholders have taken the opportunity to learn lessons from each of the go lives in turn. The testing phase for Roster is ongoing. The complexities of the SFRS crewing protocols are providing challenging, with the Project Team and the supplier working to resolve these. This has resulted in the need for extension.

Issues with the speed of extension by the supplier and the testing (supported by the Central Staffing Team) is progressing at pace, albeit with a number of bugs being noted, however, the suppliers dedicated resource is working to resolve these for retest.

ISSUES

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 to later in the lifecycle of the Project.

A further (2nd) revised due date is requested.

MITIGATION

These issues have formed the Change request that has been progressed to Change Portfolio Investment Group (CPIG).

Total Mobile have provided additional 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 further (2nd) revised due date from 31 March 2026 to 30 September 2026 is requested.



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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/FSC/02-26

Agenda Item: 13

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	26 MARCH 2026						
Report Title:	CAPITAL PROGRAMME 2026/27 – 2029/30						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to seek approval from the Board for the 2026/27 Capital Programme, and to note the indicative plans for 2027/28 to 2029/30. These future years' plans will be refreshed annually to reflect funding certainty, delivery capacity, and emerging strategic priorities.						
2	Funding						
2.1	The Scottish Government's most recent fiscal outlook, set out through the Scottish Budget 2026-27 and the Scottish Spending Review (SSR) was published on 13 January 2026.						
2.2	Work has been ongoing over several years to highlight to the Scottish Government that this level of funding is inadequate to ensure a fit for purpose asset base for SFRS. The indicative 10-year investment programme set out within the Risk Based Capital Investment Plan sets out an annual funding requirement of £76 million to address backlog investment in the existing asset portfolio.						
2.3	The annual Budget (Scotland) Bill, which was passed by the Scottish Parliament on 25 February 2026, confirmed Capital DEL funding for the Scottish Fire and Rescue Service (SFRS) at £48.4 million for 2025/26, which represents an increase of £1.4 million compared to the previous year. While the proposed programme prioritises the highest risk assets, it does not eliminate the underlying investment backlog. As a result, the Service will continue to carry residual condition and obsolescence risk across parts of the estate and fleet, with associated maintenance and operational implications.						
2.4	The annual Budget Bill sets allocations for 2026/27 only. The Scottish Spending Review (SSR) has provided indicative allocations at portfolio level for subsequent years. When agreeing the Budget Approach for 2026/27, the Board determined that indicative capital spending plans for 2027/28 to 2029/30 would be developed on the basis of CDEL funding rising to £53 million in 2027/28, before reducing to £51 million in both 2028/29 and 2029/30. It was acknowledged that, should these assumptions change, the plans would need to be adjusted accordingly.						
2.5	To supplement core funding, the Service continues to identify surplus assets that are no longer required for operational use. These assets are sold to generate capital receipts, which are then reinvested - typically within the programme area from which they originated. Where receipts exceed £1 million, Scottish Government approval is						

	<p>required to reinvest the proceeds within the Service. During 2026/27, the sale of the Cowcaddens site is anticipated, with a portion of the site retained for the for the potential redevelopment of the fire station. A pre-planning application for the new fire station has already been approved by Glasgow City Council, and a Business Case requesting approval to retain the associated capital receipt has been submitted to the Scottish Government. Further capital receipts have been included for future years relating to the Dalkeith and Portree fire stations, following the completion of their respective new builds.</p>
2.6	<p>There are no confirmed grants for 2025/26 and beyond however work will continue during the year to identify and bid for opportunities, particularly in support of the Carbon Management Plan.</p>
2.7	<p>The introduction of a new accounting standard (IFRS 16) for leases in 2022/23 resulted in operational leases, previously funded from the resource budget, being brought onto the balance sheet and capitalised. The Scottish Government mitigated the impact of this change, ensuring no loss of funding to the Service. From financial year 2022/23, a specific element of the Capital CDEL allocation was provided to cover IFRS 16 lease costs. From 2025/26 onwards, this funding is no longer ring-fenced, and any new in-year IFRS 16 requirements will be managed within the overall capital funding available. A total of £2.140 million has been included in the Capital Programme for 2026/27 to 2029/30 to meet our expected IFRS 16 requirements.</p>
2.8	<p>Funding for the Emergency Services Mobile Communications Project (ESMCP), which will develop a new UK-wide Emergency Services Network, is provided separately by the Scottish Government as ring-fenced funding passed through from the Home Office. This project consists of the main ESMCP Programme and ESN Connect Data First pilot. The capital requirement over the next four years is currently estimated at £6.431 million. Of this, £0.748m has been included in the 2026/27 Capital Programme (within Digital and Technology Services), with £0.376 million allocated to ESN Connect Data First and £0.372 million to ESMCP. This reflects funding previously transferred to SFRS by the Scottish Government during 2025/26. Due to delays in programme timelines, this funding was temporarily reallocated to other capital projects and will be reinstated to the ESN & ESMCP projects in 2026/27. No provision has been made for the remaining £5.683 million, as the funding arrangements and programme timelines have not yet been confirmed by the Scottish Government. These allocations are determined on an annual basis.</p>
2.9	<p>The overall funding set out in the 4-year capital programme is £218.750 million.</p>
3	Risk Based Capital Investment Plan
3.1	<p>Due to funding constraints, a Risk Based Capital Investment Plan was approved by the Board in 2022. This has been refreshed for 2026 alongside the development of the capital budget and outlines an indicative 10-year Asset Investment Plan (AIP), prioritised to minimise the risk of asset failure in terms of service delivery.</p>
3.2	<p>It should however be noted that this approach is not sustainable and continued operation of assets that have exceeded their useful life will lead to increasing resource maintenance costs, which does not achieve good value for money. To support the risk-based approach, an overarching Asset Management Policy has been created and detailed Strategic Asset Management Plans (SAMPs) have been developed for fleet, property and equipment. These SAMP's provide the detail to support prioritisation and investment plans across each programme category. The AIP is updated after each year's capital investment has been completed.</p>

<p>3.3</p> <p>3.4</p>	<p>The AIP and SAMP's have prioritised investment in:</p> <ul style="list-style-type: none"> • 13 fire stations affected by Reinforced Aerated Autoclaved Concrete (RAAC) panel issues, • the suitability of fire stations to provide dignified facilities to attract and retain a diverse workforce, • reconfiguring fire stations to enable the control of fire contaminants on PPE after incidents, • minor works to improve the condition of fire stations that are in the worst condition, • addressing climate change. <p>As the Strategic Service Review Programme progresses during 2026/27, the Risk Based Capital Investment Plan will be updated to take account of evolving asset requirements.</p>
<p>4</p>	<p>Proposed Capital Programme</p>
<p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p>	<p>The proposed capital programme for 2026/27 to 2029/30, is detailed in Appendix A, which has been developed in line with the Risk Based Capital Investment Plan 2026 (section 5.11) sets out the impact of planned investment on the condition and suitability of our asset portfolio.</p> <p>Consideration has been given to ensuring that the proposed programme achieves best value in the pursuance of the SFRS Strategy 2025-28 and the six immediate priorities identified by the Chief Officer. These priorities are, Public Service Reform, Enhancing Prevention, Firefighter Safety, Technology and Training, Leadership and Culture, Strategic Service Review Programme and Digital, data and technology capabilities</p> <p>Delivery of the capital programme will be actively managed through the Capital Monitoring Group, with the ability to re-phase or defer projects where capacity, affordability or risk considerations require, ensuring the programme remains deliverable within available organisational capability</p> <p>Total proposed expenditure over the 4-year period is £218.750 million (£63.4 million, £53 million, £51.25 million, £51.10 million), funded by anticipated Capital DEL budget of £203.4 million (£48.4 million, £53 million, £51 million, £51 million) and estimated capital receipts from fleet disposals and sale of property of £15.35 million (£15 million, Nil, 0.25 million, 0.10 million). It should be noted that progression to contract award for the new build fire stations at Dalkeith and Liberton is contingent upon Scottish Government approval to retain and reinvest the capital receipt arising from the sale of the Cowcaddens site. Should approval not be granted for the use of these funds, the Service would be unable to proceed to contract signature for either project, and both schemes would be paused pending identification of an alternative funding solution.</p> <p>Proposed expenditure of £108.450 million on Property Major Works projects (£31.500 million, £19.200 million, £28.950 million, £29.000 million) is to;</p> <ul style="list-style-type: none"> • Continue the replacement of fire stations affected by RAAC, initially those at Dalkeith, Liberton, Livingston, Portree, and Tranent, building flexibility within the program to enable opportunities to be taken. All new builds will be compliant with standard station design addressing requirements for dignified facilities and contaminant control. • Due to the lack of alternative sites within the required operational area, assess the feasibility of remediating RAAC in situ within the existing fire station at Helensburgh, Hawick, Cumbernauld, Milngavie and Crewe Toll, inclusive of reconfiguration to create dignified facilities and address contaminant control requirements. • Progress the detailed project design for new build on-call fire stations affected by RAAC, Huntly and Stewarton

	<ul style="list-style-type: none"> • There is a clear ambition that over the course of 6 years SFRS will have no Fire Stations with RAAC roofs. • Undertake focused reconfiguration projects to provide dignified facilities and address contaminant control in fire stations at Calton, Alloa, Stirling, Kilmarnock and Campbeltown. • Undertake design work for dignified facilities and contaminant control works in 2026/27 for a number of stations using a risk-based approach, with construction works programmed to commence in 2029/30. This approach will also ensure that a pipeline of well-developed projects is maintained, enabling schemes to be brought forward at short notice should additional government funding become available or if existing capital projects slip. • Invest in the training estate, in line with the recently approved Training Service Asset Management Plan (TSAMP) for Training Assets, in support of the Training Vision and Strategy. This will include the purchase of a site, as well as the commencement of design and construction for a new training facility. SFRS currently operates only one live fire training site in the ESDA, at Newbridge, serving crews from the Scottish Borders to northern Fife. This results in long travel times, impacts on primary employment and work-life balance, and occasional accommodation costs. Newbridge also represents a single point of failure; any prolonged maintenance would require pressure on already near-capacity sites at Dundee Airport and Cambuslang. Establishing an additional live fire training facility in the central Scottish Borders would reduce these pressures and improve resilience for this risk-critical training. • Invest in portacabin on-call welfare solutions for a number of stations. • Invest in decarbonisation and environmental projects in line with the Carbon Management Plan.
4.6	<p>Proposed expenditure of £29.700 million on Property – Minor Works (£8.100 million, £7.600 million, £7.000 million, £7.000 million) will be targeted to essential upgrades to address health and safety aspects of condition, while addressing some immediate priorities in support of workforce diversity.</p>
4.7	<p>Proposed investment of £31.025 million in Fleet (£9.290 million, £6.500 million, £7.035 million, £8.200 million) will enable the continued the modernisation of the frontline fleet, benefitting from environmental improvements and will enable the introduction of new vehicles, including new high reach vehicles, prime movers and PODS, water carrier vehicles, welfare vehicles and the second phase of wildfire vehicles. The investment will also enable transition of some existing Light Fleet vehicles, to net zero vehicles over the 4-year period.</p>
4.8	<p>Discussion remains ongoing with the Scottish Government regarding funding for refreshing/replacing national resilience assets that were provided as part of a UK-wide New Dimensions programme pre-SFRS, based on interoperability. While the position remains unclear, flexibility has been built into the programme to address this requirement from existing funding if needed.</p>
4.9	<p>In Digital and Technology Services, the proposed investment of £10.137 million (£4.984 million, £1.948 million, £1.500 million, £1.705 million) will enable the development of the new command and control mobilising system, providing resilience in this critical aspect of service delivery. This budget will also facilitate the ongoing investment required in short life ICT assets that need constant refresh to ensure the critical ICT infrastructure is maintained, as well as supporting new developments to deliver the Digital Strategy.</p>
4.10	<p>Finally, proposed investment of £39.438 million in Operational Equipment (£9.726 million, £17.752 million, £6.765 million, £5.195 million) will enable;</p> <ul style="list-style-type: none"> • investment in infrastructure to support contaminant control,

	<ul style="list-style-type: none"> • upgrade/replacement of breathing apparatus systems, embracing technological advances, • ongoing investment in PPE for new firefighters, • ongoing standardisation and renewal of time-expired items of equipment carried on fire appliances and other specialist vehicles.
5	Recommendation
5.1	<p>The Board is asked to:</p> <ul style="list-style-type: none"> • approve the proposed Capital Programme for 2026 – 2030, as set out in section 4 and detailed in Appendix A, recognising that figures for years 2, 3 and 4 are indicative and will be refined in future years.
6	Key Strategic Implications
6.1	Risk/Risk Appetite
6.1.1	Specific capital budget risks are set out in Appendix B, the mitigating actions for which will be addressed through the risk management process.
6.1.2	In relation to breaching budgetary limits SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets.
6.1.3	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 Risk Based Capital Investment Plan, which will be refreshed for 2026 in conjunction with the development of the Capital Programme 2026/27
6.1.4	In relation to risk of failing to provide a safe and effective emergency response, SFRS has a Minimalist appetite, while also being Ambitious to explore new delivery models, specifically related to SSRP, utilising various data and information sources.
6.2	Financial
6.2.1	The financial implications are set out within the report.
6.3	Environmental & Sustainability
6.3.1	Estate and fleet investment will address the environmental impacts of aging assets, embracing carbon reduction technologies.
6.4	Workforce
6.4.1	Investment in modernising the asset base of the organisation will improve the working conditions and experience of the workforce.
6.5	Health & Safety
6.5.1	The proposed Capital Programme provides for investment in improving contaminant control at fire stations, personal protective equipment, and breathing apparatus.
6.6	Health & Wellbeing
6.6.1	The proposed Capital Programme provides for investment in improving dignified facilities at fire stations.
6.7	Training
6.7.1	The proposed Capital Programme provides for investment in the training estate.
6.7.2	In line with Accounting Standards, any training required to support the implementation of new assets will be funded through Resource, ensuring compliance and appropriate capability ahead of deployment.

6.8	Timing	
6.8.1	The Capital Programme covers the period 2026 – 2030.	
6.9	Performance	
6.9.1	Capital budget performance will be monitored monthly through the Capital Monitoring Group and reported to the Strategic Leadership Team and the Board.	
6.10	Communications & Engagement	
6.10.1	The development of the Capital Programme was preceded by the development of the Strategic Asset Management Plans (SAMP's) for fleet, property and equipment. The SAMP's were developed by face-to-face engagement with end users from a number of stations, feedback questionnaires, local senior officers and service delivery personnel. The SAMP's were then used as part of the capital programme development.	
6.10.2	The draft Capital Programme has been discussed in detail with capital budget holders, the Strategic Leadership Team and the Board at its Strategy Day to build consensus on priorities and refine areas for investment.	
6.11	Legal and Regulatory	
6.11.1	The Accountable Officer is required to ensure that the resources of SFRS are used economically, efficiently and effectively.	
6.12	Information Governance	
6.12.1	There are no specific Information Governance implications associated with this report.	
6.13	Equalities	
6.13.1	An Equality Impact Assessment has been carried out on the proposed Capital Programme (to follow for Board paper).	
6.14	Service Delivery	
6.14.1	Outcomes One and Two are specifically focused on our service delivery to improve community safety, wellbeing, and resilience. Budget decisions will support progress towards these outcomes.	
7	Core Brief	
7.1	The Interim Director of Finance and Contractual Services presented the proposed Capital Programme 2026 – 2030 to the Board for approval. Total proposed expenditure over the 4-year period is £218.750 million , funded by anticipated Capital DEL budget of £203.4 million and estimated capital receipts of £15.350 million .	
8	Assurance (SFRS Board/Committee Meetings ONLY)	
8.1	Director:	Deborah Stanfield, Interim Director Finance and Contractual Services
8.2	Level of Assurance:	Substantial/Reasonable/Limited/Insufficient
8.3	Rationale:	There has been significant engagement with budget holders, Service Delivery colleagues, the Strategic Leadership Team, and the Board in the development of the Capital Programme.
9	Appendices/Further Reading	
9.1	Appendix A - Capital Programme 2026/27 to 2029/30	
9.2	Appendix B – Capital Budget Risks	

OFFICIAL

Prepared by:	Ijaz Bashir, Head of Asset Management Caroline Adams, Deputy Accounting Manager	
Sponsored by:	Lynne McGeough, Head of Finance and Procurement Ijaz Bashir, Head of Asset Management	
Presented by:	Deborah Stanfield, Interim Director Finance and Contractual Services	
Links to Strategy and Corporate Values		
The proposed Capital Programme for 2026/30 is developed to pursue the strategic objectives and priorities contained within our Strategic Plan and Long-Term Vision		
Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Leadership Team	19 March 2026	For Recommendation
SFRS Board	26 March 2026	For Decision

SCOTTISH FIRE & RESCUE SERVICE**Summary of Estimated Capital Expenditure 2026/27 - 2029/30****£000****Capital Expenditure Legally Committed (LC)**

Financial Year				Total
2026/27	2027/28	2028/29	2029/30	
17,811	-	-	-	17,811

Capital Expenditure Not Yet Legally Committed (NYLC)

Financial Year				Total
2026/27	2027/28	2028/29	2029/30	
45,589	53,000	51,250	51,100	200,939

TOTAL - LC & NYLC

Financial Year				Total
2026/27	2027/28	2028/29	2029/30	
63,400	53,000	51,250	51,100	218,750

SOURCES OF FUNDING

Source	Financial Year				Total
	2026/27	2027/28	2028/29	2029/30	
Capital DEL	48,400	53,000	51,000	51,000	203,400
Capital Receipts	15,000	-	250	100	15,350
TOTAL	63,400	53,000	51,250	51,100	218,750

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2026/27 - 2029/30

SUMMARY

£000

Category	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					
			2026/27		2027/28	2028/29	2029/30	Total
			LC	NYLC				
Property - Major Works	118,196	9,746	10,095	21,205	19,200	28,950	29,000	108,450
Property - Minor Works	29,700	-	1,415	6,685	7,600	7,000	7,000	29,700
Fleet	31,025	-	3,727	5,563	6,500	7,035	8,200	31,025
Digital and Technology Infrastructure	23,279	13,142	2,095	2,889	1,948	1,500	1,705	10,137
Operational Equipment	39,718	280	479	9,248	17,752	6,765	5,195	39,438
Sub-total			17,811	45,589	53,000	51,250	51,100	218,750
TOTAL (LC+NYLC)	241,918	23,168		63,400	53,000	51,250	51,100	218,750

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2026/27 - 2029/30

Within Scope of SSRP

PROPERTY - MAJOR WORKS

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Total
			2026/27		2027/28	2028/29	2029/30	
			LC	NYLC				
Dalkeith Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	10,706	706	7	6,993	3,000	-	-	10,000
Liberton Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	10,680	680	119	7,781	2,100	-	-	10,000
Livingston Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	10,643	943	696	4	8,000	1,000	-	9,700
New Build On-Call (Portree) RAAC	4,004	204	128	172	1,000	2,500	-	3,800
Tranent Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	11,000	-	-	-	1,000	8,000	2,000	11,000
Glasgow New Build Fire Station (Dignified Facilities), (CC)	10,635	135	-	700	2,000	7,800	-	10,500
Huntly Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	740	440	129	171	-	-	-	300
Stewarton Fire Station - New Build (RAAC), (Dignified Facilities), (CC)	769	469	-	-	-	-	300	300
Marionville New Build WT (RAAC)	300	-	-	-	-	-	300	300
Calton Fire Station - Reconfiguration (Dignified Facilities), (CC), CoG LSO Reconfigurations	2,280	1,680	446	154	-	-	-	600
Alloa Fire Station - Reconfiguration (Phase 2) (Dignified Facilities), (CC)	2,882	782	1,821	279	-	-	-	2,100
Stirling Fire Station - Reconfiguration (Phase 2) (Dignified Facilities), (CC)	3,232	832	2,332	68	-	-	-	2,400
Kilmarnock Fire Station - Reconfiguration (Dignified Facilities), (CC)	3,590	690	2,736	164	-	-	-	2,900
Campbeltown Fire Station - Reconfiguration (Dignified Facilities), (CC)	500	-	-	500	-	-	-	500
Uig Temporary Fire Station	500	-	328	172	-	-	-	500
Helensburgh Fire Station - Reconfiguration (Dignified Facilities), (CC), (Roof Structure), (RAAC)	3,650	-	-	-	-	1,250	2,400	3,650
Hawick Fire Station - Reconfiguration (Dignified Facilities), (CC), (RAAC), (Roof Structure), (RAAC)	3,650	-	-	-	-	1,250	2,400	3,650

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2026/27 - 2029/30

Within Scope of SSRP

PROPERTY - MAJOR WORKS

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					
			2026/27		2027/28	2028/29	2029/30	Total
			LC	NYLC				
Cumbernauld Fire Station - Reconfiguration (Dignified Facilities), (CC), (Roof Structure), (RAAC)	3,650	-	-	-	-	1,250	2,400	3,650
Milngavie Fire Station - Reconfiguration (Dignified Facilities), (CC), (RAAC), (Roof Structure), (RAAC)	3,650	-	-	-	-	1,250	2,400	3,650
Crewe Toll Fire Station - Reconfiguration (Dignified Facilities), (CC), (Roof Structure), (RAAC)	3,650	-	-	-	-	1,250	2,400	3,650
Dignified Facilities /Contaminat Control Refurbishment Projects TBC	10,500	-	-	500	-	-	10,000	10,500
Training Estate	12,400	-	1,353	2,947	1,500	2,800	3,800	12,400
Property Project Costs	4,585	2,185	-	600	600	600	600	2,400
Sub-total			10,095	21,205	19,200	28,950	29,000	108,450
TOTAL (LC+NYLC)	118,196	9,746		31,300	19,200	28,950	29,000	108,450

RAAC = Reinforced Autoclaved, Aerated Concrete
 CC = Contaminant Control

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2026/27 - 2029/30

Within Scope of SSRP

PROPERTY - MINOR WORKS

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Total
			2026/27		2027/28	2028/29	2029/30	
			LC	NYLC				
Minor Works - Condition (Elemental Upgrades)	24,500	-	1,368	5,132	6,000	6,000	6,000	24,500
On-Call welfare solutions TBC	1,200	-	-	600	600	-	-	1,200
Decarbonisation/Environment	4,000	-	47	953	1,000	1,000	1,000	4,000
Sub-total			1,415	6,685	7,600	7,000	7,000	29,700
TOTAL (LC+NYLC)	24,500	-		8,100	7,600	7,000	7,000	29,700

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2026/27 - 2029/30

Within Scope of SSRP

FLEET

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					
			2026/27		2027/28	2028/29	2029/30	Total
			LC	NYLC				
Aerial Platforms and Bodyworks	4,800	-	-	1,600	1,600	1,600	-	4,800
Light Appliances	1,120	-	-	-	-	-	1,120	1,120
Frontline Appliances	11,285	-	3,344	517	2,312	1,450	3,662	11,285
Light Fleet - Vans & Cars (incl transition to net zero)	3,380	-	-	951	400	829	1,200	3,380
Leased Vehicles (IFRS16)	2,140	-	-	535	535	538	532	2,140
Prime Movers and PODS / Water Carrier Strategy	2,200	-	-	500	500	600	600	2,200
Control Units/New Dimensions Assets	2,800	-	141	459	600	800	800	2,800
High Reach Overhaul Programme	900	-	-	600	300	-	-	900
Welfare Vehicles	400	-	-	400	-	-	-	400
Wildfire Phase 2	935	-	-	-	-	935	-	935
Fleet Project Staff cost	1,065	-	242	0	253	283	286	1,065
Sub-total			3,727	5,563	6,500	7,035	8,200	31,025
TOTAL (LC+NYLC)	27,725	-		9,290	6,500	7,035	8,200	31,025

DIGITAL AND TECHNOLOGY INFRASTRUCTURE

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Total
			2026/27		2027/28	2028/29	2029/30	
			LC	NYLC				
PC's, laptops, peripherals	600	-	-	100	100	200	200	600
Replacement & Upgrade of AV Kit	200	-	-	50	50	50	50	200
Systems Infrastructure	400	-	-	100	100	100	100	400
Network Infrastructure	850	-	-	250	200	200	200	850
Data Centre/Disaster Recovery	200	-	-	50	50	50	50	200
Telephony	180	-	-	40	40	50	50	180
Cyber Security Provision	160	-	-	40	40	40	40	160
In Vehicle Systems	925	-	-	-	-	360	565	925
ESMCP (Awaiting SG Confirmation for future years)	372	-	-	372	-	-	-	372
ESN Connect - Data First (Awaiting SG Confirmation for future years)	1,333	957	73	303	-	-	-	376
ICT Project Costs	2,797	1,047	-	450	400	450	450	1,750
Operational Mobilisation	200	-	-	100	100	-	-	200
New Mobilising System	15,062	11,138	2,022	1,033	868	-	-	3,924
Sub-total			2,095	2,889	1,948	1,500	1,705	10,137
TOTAL (LC+NYLC)	23,279	13,142		4,984	1,948	1,500	1,705	10,137

SCOTTISH FIRE & RESCUE SERVICE
Capital Programme 2026/27 - 2029/30

Within Scope of SSRP

OPERATIONAL EQUIPMENT

£000

Project Description	Estimated Total Net Cost	Funded in Previous Years	Spend Profile					Total
			2026/27		2027/28	2028/29	2029/30	
			LC	NYLC				
Operational Equipment	6,978	-	-	1,045	2,123	2,365	1,445	6,978
SCBA Systems Upgrade / Replacement	15,620	220	397	3,603	11,000	400	-	15,400
CivTech - Monitoring Firefighter Exposure to Contaminants (Challenge 10.2)	170	60	82	-	29	-	-	110
Technical Rescue/Wildfire PPE	3,500	-	-	1,000	1,000	500	1,000	3,500
PPE	13,450	-	-	3,600	3,600	3,500	2,750	13,450
Sub-total			479	9,248	17,752	6,765	5,195	39,438
TOTAL (LC+NYLC)	39,718	280		9,726	17,752	6,765	5,195	39,438

Capital Budget Risks

APPENDIX B

Risk ID	Strategic Outcome	Risk Description	Risk Rating	Risk Appetite
FCS008	4	There is a risk of that the Service will be unable to achieve environmental and carbon reduction commitments of 6% per annum; Because of limited investment or anticipated saving targets not being achieved through current projects	12	Open (Within Appetite)
FCS015	6	There is a risk of a number of issues with regards to staffing, including the ability to recruit specialist staff, single points of failure across a number of key roles, lack of succession planning, age profile of staff in senior roles, staff retention rates and staff training; Because of a very buoyant job market in fleet and property, pay grades challenges and the need to review and update structure within sections not updated for 10 years	12	Open (Within Appetite)
FCS021	2	There is a risk of SFRS Property, Fleet and Equipment Assets failing to meet operational standards; Because of a lack of sufficient capital investment from Government	12	Open (Within Appetite)
FCS005	5	There is a risk that the Service may be unable to secure levels of funding required to achieve its strategic objectives. Additional pressure has been placed upon government finances causing uncertainty over future funding settlements.	16	Minimalist (Outwith Appetite)
FCS022	6	There is a risk of continued challenges with recruiting and retaining staff with the necessary skills and experience required to support the Finance and Procurement Function. This is particularly apparent within the Accountancy and Procurement Sections which is proving to have a very buoyant job market and provides pay grade challenges.	16	Open (Within Appetite)
SD001	2	There is a risk of failure to mobilise to an incident due to a technical failure of the existing mobilising systems. As a result, we would be failing to meet our statutory duty and also potentially bring reputational damage to the Service.	15	Minimalist (Outwith Appetite)
TSA019	2	There is a Directorate risk, of an inability to maintain or improve our training delivery due to the limited finance/budget available for capital investment, condition and location of our Training Estate and therefore lack of access to appropriate facilities.	20	Open (Within Appetite)
SD003	2	There is a risk of SFRS operational availability systems reaching end of life and failing and the existing supplier ceasing to support or maintain legacy systems.	9	Minimalist (Outwith Appetite)
FCS024	2	There is a risk of failure to deliver the capital programme due to capacity of current staffing levels	12	Open (Within Appetite)
FCS027	2	There is a risk that manufacturing and construction costs will increase with anticipated fuel cost increases together with potential supply chain shortages in relation to the supply of commodities for construction, fleet and ICT equipment. This may be due to a lack of global manufacturing capacity as a result of the conflict in Iran. This may result in delay to projects specified within the capital programme and potential increases in both capital and revenue costs.	16	Minimalist (Outwith Appetite)

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/03-26

Agenda Item: 14

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE																																						
Meeting Date:	26 MARCH 2026																																						
Report Title:	RESOURCE BUDGET 2026-27																																						
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>																																					
		A	B	C	D	E	F	G																															
1	Purpose																																						
1.1	The purpose of this report is to seek approval from the Board for the proposed Resource Budget 2026/27.																																						
1.2	The report also sets out the implications of the 2026/27 budget position for the wider Spending Review period, recognising that decisions taken this year influence affordability, risk and sustainability in future years.																																						
2	Background, Funding and the Scottish Spending Review																																						
2.1	Since its formation, the Scottish Fire and Rescue Service (SFRS) has delivered a substantial and sustained programme of reform , achieving an exceptional return on public investment. Through disciplined governance, structural change and service optimisation, SFRS has delivered cumulative savings projected to reach approximately £908.5 million by 2027/28 , while continuing to protect frontline community safety and deliver statutory duties. This long-standing record demonstrates that the Service has already absorbed significant financial constraint through reform and efficiency, rather than deferring difficult decisions.																																						
2.2	Against this backdrop, the Scottish Parliament passed the Budget (Scotland) Act 2026/27 on 25 February 2026 , setting the Departmental Expenditure Limits (DEL) for the SFRS for the forthcoming financial year:																																						
	<table border="1"> <thead> <tr> <th rowspan="2">SFRS</th> <th rowspan="2">Budget 2025/26 (£m)</th> <th rowspan="2">Budget 2026/27 (£m)</th> <th colspan="2">Increase/(Decrease)</th> </tr> <tr> <th>(£m)</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Total Budget</td> <td>415.6</td> <td>436.0</td> <td>20.4</td> <td>4.9</td> </tr> <tr> <td>Less Non-Cash¹</td> <td>33.0</td> <td>34.0</td> <td>1.0</td> <td>3.0</td> </tr> <tr> <td>TOTAL CASH</td> <td>382.6</td> <td>402.0</td> <td>19.4</td> <td>5.1</td> </tr> <tr> <td>Resource (Cash)</td> <td>335.6</td> <td>353.6</td> <td>18.0</td> <td>5.4</td> </tr> <tr> <td>Capital (Cash)</td> <td>47.0</td> <td>48.4</td> <td>1.4</td> <td>3.0</td> </tr> </tbody> </table>							SFRS	Budget 2025/26 (£m)	Budget 2026/27 (£m)	Increase/(Decrease)		(£m)	%	Total Budget	415.6	436.0	20.4	4.9	Less Non-Cash ¹	33.0	34.0	1.0	3.0	TOTAL CASH	382.6	402.0	19.4	5.1	Resource (Cash)	335.6	353.6	18.0	5.4	Capital (Cash)	47.0	48.4	1.4	3.0
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	¹ Non-cash covers asset depreciation and is ring-fenced for this purpose.																																						

2.3	<p>In cash terms, the Scottish Government has provided an uplift of £18 million in resource funding for 2026/27. This settlement is accompanied by a flat cash outlook for Years 2 and 3 of the Scottish Spending Review period, which would hold the SFRS resource budget at £353.6 million in each of those years.</p>
2.4	<p>While the 2026/27 uplift provides partial coverage of baseline and unavoidable cost pressures, it does not fully address the underlying cost drivers facing the Service. Pressures relating to pay, pensions, National Insurance changes, inflationary impacts and demand led operational activity continue to outpace available funding. With approximately 80% of SFRS expenditure driven by workforce costs, the Service remains highly exposed to pay and workforce related pressures and therefore particularly sensitive to funding constraint.</p>
2.5	<p>As part of the Medium-Term Financial Planning process, SFRS submitted to the Scottish Government a funding requirement of £36.6 million for 2026/27, reflecting baseline cost pressures, legislative and inquiry driven requirements, and essential strategic investment to maintain service resilience and capability. The confirmed settlement therefore represents a partial response to that assessed requirement. SFRS continues to engage constructively with the Scottish Government on the scale and sustainability of the funding gap, both for 2026/27 and across the Spending Review period.</p>
2.6	<p>Following the Scottish Budget announcement on 13 January 2026, a series of budget workshops were held with the Strategic Leadership Team (SLT) to review the implications of the settlement and to realign the 2026/27 budget position to the funding available. Through this process, circa £12.5 million of pressures and planned investment originally identified within the Medium-Term Financial Plan were removed or deferred from the 2026/27 position. These decisions were taken on a risk-based prioritisation basis, with SLT protecting frontline delivery, statutory compliance and public safety, while accepting a range of managed corporate, organisational and longer-term risks.</p>
2.7	<p>Notwithstanding this reprioritisation, the 2026/27 Resource Budget still contains a significant in year funding gap and unallocated savings requirement of £6.2 million. This gap reflects the residual difference between unavoidable baseline, legislative and enquiry-driven cost pressures, agreed strategic investment priorities and the funding available within the settlement. It represents a material pressure for the Service in 2026/27 and reduces the headroom available to absorb volatility or emerging demand during the year. Work is already underway to manage this gap through active in year controls, while continuing discussions with the Scottish Government on the implications should pressures escalate.</p>
2.8	<p>The SFRS Board has been actively engaged throughout this process. Budget context and emerging implications were provided at the Board Strategy Day sessions in January and February, and the Budget Approach paper was discussed at the Private Board session on 26 February 2026. This engagement has provided early, strategic-level visibility of the scale of the challenge and the implications for the medium-term financial position, while recognising that detailed options will require further development and assurance.</p>
2.9	<p>Taken together, the Spending Review outcomes confirm that SFRS is entering a period of heightened and sustained financial risk. The combination of a partial resource uplift in 2026/27, indicative flat cash resource funding thereafter, and constrained capital growth represents a significant change from previous planning assumptions. Even under low inflation scenarios, the Service faces a structural imbalance between funding and unavoidable cost pressures, which cannot be resolved through incremental efficiencies.</p>

2.10	In this context, SFRS’s medium to long term financial strategy must remain explicitly risk aware and reform focused. Financial decisions taken in 2026/27 will have direct and lasting implications across the Spending Review period, with limited scope to defer pressure without increasing future risk.
2.11	The Resource Budget for 2026/27 has been constructed within the confirmed settlement, informed by professional judgement, rigorous scrutiny and active Board engagement. However, the Board should note that the budget includes an unallocated in-year savings requirement of £6.2m , reflecting the residual gap between unavoidable baseline, legislative and enquiry-driven cost pressures, agreed strategic investment priorities, and the funding available within the settlement.
2.12	Subsequent to publication of the Scottish Budget, the Scottish Government has written to the Chief Officer, acknowledging the unavoidable pressure of £6.2million, recognising the essential role of SFRS and our commitment to public service reform, and providing an assurance of up to £4.0m at the Spring Budget Revision (SBR) , should this ultimately be required to deliver a balanced budget in-year .
2.13	This assurance is expressly intended to protect frontline services and is conditional on SFRS going as far as possible in identifying and delivering savings and efficiencies to minimise the level of additional funding needed, proceeding with the Service Delivery Review (SDR) as planned, and implementing the training and operational changes necessary to remain legally compliant with health and safety requirements.
2.14	The Service is asked to set an “acceptable balanced budget” with the aim of avoiding immediate reductions in firefighter numbers, and the Scottish Government commits to continuing to work with SFRS throughout the year to support the delivery of a balanced budget.
3	Resource Budget 2026/27 – Detail
3.1	It is proposed that the Resource Budget for 2026/27 be set at £353.620 million , as set out in Appendix A. This reflects the Resource (Cash) funding confirmed through the Scottish Budget 2026/27 and described in the Background and Funding section of this report.
3.2	Approximately 80% of the proposed Resource Budget is allocated to employee costs, reflecting the central role of the workforce in delivering statutory duties and strategic priorities. The budget reflects the expected workforce profile for 2026/27, including anticipated pay awards and incremental progression where applicable, and for Support Staff, is underpinned by an assumed average vacancy factor of 8.5%, which remains challenging. For Uniform Staff workforce assumptions are aligned to the interim target operating model. Provision has also been made for anticipated turnover, overtime requirements and operational resilience, recognising the increasing volatility of demand and the need for flexibility within a constrained funding envelope.
3.3	Within the proposed Resource Budget, SLT has adopted a more agile and controlled approach to firefighter recruitment, moving away from large, infrequent intakes towards smaller, more frequent recruitment cohorts. This approach is intended to improve flexibility, enable closer alignment between recruitment and actual workforce attrition, and reduce the risk of over- or under-recruitment in a highly constrained and uncertain financial environment. It is designed to allow the Service to respond more dynamically to leavers and retirements, manage training capacity more effectively, and retain greater in-year control over pay and establishment costs. It also enables recruitment decisions to be adjusted as funding assumptions, operational requirements and workforce risks evolve.

3.4	<p>The remaining circa 20% of expenditure relates to non-employee costs, including property, supplies and services, third party payments, legacy financing costs and other operational expenditure. Where practicable, these budgets have been developed from a zero based or refreshed baseline, informed by actual spend patterns, known contractual commitments and service demand. Allowance has been made for anticipated inflationary pressures, alongside the full year impact of savings and cost reductions delivered through prior year decisions, including those arising from service reform and transformation activity.</p> <p>Income budgets have been reviewed and, where appropriate, uplifted for anticipated inflation. Rental income from shared premises continues to represent a significant proportion of non-grant income, and work will continue to identify opportunities to maximise income and promote shared use of the estate with blue light and wider public sector partners, in support of public service reform and best value.</p>
3.5	<p>Provision has been made to support essential enabling activity and priority initiatives, particularly those required to maintain health, safety, operational assurance and statutory compliance. Given the scale of the in-year gap, SLT has been explicit that choices may be required during the year about the timing, scale or sequencing of non-critical activity. All new or expanded initiatives will therefore continue to be subject to a formal business case and approval process prior to the release of funding.</p>
3.6	<p>Funding for the Emergency Services Mobile Communications Programme (ESMCP), which will deliver the Emergency Services Network (ESN), continues to be provided separately through ring fenced UK Home Office funding and is therefore excluded from the core Resource Budget.</p>
3.7	<p>The proposed Resource Budget has been developed through detailed engagement between budget holders and Finance Business Partners and was subject to scrutiny and refinement through a series of Strategic Leadership Team budget workshops. This process enabled pressures identified through the Medium-Term Financial Plan to be prioritised and, where necessary, deferred or mitigated. However, the resulting position reflects a managed and constrained operating position for 2026/27, with an identified in-year funding gap and a reliance on active financial control, prioritisation and continued engagement with the Scottish Government.</p>
3.8	<p>The 2026/27 budget provides for the following priority investments:</p> <ul style="list-style-type: none"> • Meets all nationally-aligned workforce commitments, including pay progression, pension and a recruitment profile aligned to the interim operating model. • Strengthens operational leadership capacity. • Implements a revised support-staff vacancy assumption, with targeted investment in critical roles to moderate the overall position to an average of 8.5%. • Addresses core cost pressures across the organisation, including inflation-linked expenditure and essential service-wide operational costs. • Delivers key legislative and inquiry-driven requirements, including Health & Wellbeing Review actions, asbestos screening, post-incident investigation capacity, and mandatory training and fire-safety programmes. • Invests in essential firefighter safety, including the SCBA replacement programme and other safety-critical equipment. • Advances essential digital and corporate system improvements required to support organisational performance and modern service delivery. • Supports priority strategic reform activity, including work related to the Service Delivery Review (SDR) consultation outcomes.
3.9	<p>Appendix B provides a budget evolution, illustrating the adjustments made between the revised 2025/26 position and the proposed Resource Budget for 2026/27.</p>

3.10	<p>SLT provides the following assurance in respect of the 2026/27 Resource Budget:</p> <ul style="list-style-type: none"> • all unfunded pressures and investments have been subject to explicit consideration and challenge; • decisions have been taken consistently against statutory duty, public safety and risk appetite; • the Service will operate within approved budgets and manage with existing resources as effectively as possible; • material in-year financial or operational pressures will be reported promptly, including engagement with the Scottish Government where required; and • deferred investments and associated risks will be kept under active review and revisited should the financial position improve.
4	Risk Position for 2026/27
4.1	<p>In developing the 2026/27 Resource Budget, the SLT initially identified cost pressures and investment requirements of around £36m to sustain service delivery, statutory compliance and organisational effectiveness. Through intensive review and reprioritisation, SLT now considers that the Service can operate acceptably in 2026/27 with an expenditure uplift of £24.2m, subject to a number of clearly articulated financial and operational risks that may or may not materialise during the year.</p>
4.2	<p>This judgement has been reached through a rigorous, risk-based prioritisation exercise in the context of a highly constrained Scottish Government settlement. While the confirmed funding uplift of £18m provides partial relief, it does not fully address the scale of underlying cost pressures, investment backlogs and reform commitments facing the Service. As a result, SLT has taken explicit and transparent decisions about what the Service can and cannot afford to progress at this time, as well as what must be deferred.</p>
4.3	<p>In prioritising frontline operational delivery, statutory compliance, public safety and critical system resilience, SLT has treated these areas as non-discretionary requirements for the safe and lawful operation of the Service. This has required the acceptance of a range of managed corporate, organisational and longer-term prevention risks, reflecting a conscious decision to protect immediate operational capability while being clear with the Board about the consequences of deferring investment.</p>
4.4	<p>As a result, approximately £12.5m of identified investment and cost pressures (detailed in Appendix D) have been removed from, or not included within, the 2026/27 baseline. These decisions affect areas including:</p> <ul style="list-style-type: none"> • recovery of frontline posts; • full recovery of support staff budget to realistic vacancy factor at 3%; • maintenance of additional prevention, preparedness and community safety capacity; • strengthening our digital and data capability; • strengthening of corporate governance functions (finance, procurement, audit, risk, legal and compliance); • reduction of planned organisational culture, leadership and workforce development; and • provision for emerging climate-driven operational demand.
4.5	<p>These are not low-value or low-impact areas. Rather, they represent important enablers of reform, assurance and long-term sustainability that the Service is currently unable to afford without creating unacceptable short-term operational or statutory risk through re-prioritisation or increasing the budget gap.</p>
4.6	<p>Operational risk The principal operational risk arising from the 2026/27 budget is pressure on organisational capacity rather than the cessation of services. By protecting frontline delivery and safety-critical systems, SLT has avoided immediate impacts on appliance</p>

	availability, emergency response or statutory compliance. However, the removal or deferral of investment shifts risk into areas that are less immediately visible but nonetheless critical to Service resilience.
4.7	Specifically, there is increased reliance on: <ul style="list-style-type: none"> • active prioritisation, re-sequencing and deferral of lower-criticality work to protect capacity and reduce workload; • active management of vacancies, abstractions and recruitment timing; • tighter control of non-pay expenditure; and • sequencing and slowing the pace of change and transformation activity.
4.8	This creates a heightened risk that: <ul style="list-style-type: none"> • prevention and protection activity becomes increasingly reactive rather than targeted and upstream; • existing teams face pressure to absorb additional workload; • audit actions, governance improvements and system modernisation take longer to deliver; • digital and data risks, including technical debt, take longer to address than planned; and • leadership, culture and workforce capability development is constrained, with implications for succession planning and long-term performance.
4.9	SLT has been explicit that these are managed risks , not eliminated risks. They are being monitored through existing governance arrangements, including the corporate risk register, programme boards and regular SLT oversight. Where pressures begin to crystallise into material operational impact, these will be escalated promptly.
4.10	Financial risk The Resource Budget for 2026/27 carries a manageable but heightened financial risk profile , reflecting the limited headroom available to absorb volatility. Key financial risks include: <ul style="list-style-type: none"> • Sensitivity to assumptions: The budget is more exposed than in previous years to changes in pay, pensions, inflation and demand-led costs, with limited scope to absorb adverse movements without in-year management action. • Reduced flexibility: The removal of discretionary investment reduces the Service's ability to redeploy funding internally should multiple pressures materialise concurrently. • In-year volatility: There is no dedicated provision for emerging climate-driven operational demand; any significant escalation will require active management and, where necessary, engagement with the Scottish Government during the year.
4.11	These risks are mitigated through: <ul style="list-style-type: none"> • conservative budgeting and continuous forecast review; • strict controls on recruitment and non-pay spend; • active monitoring of pay and pension costs; and • clear escalation routes for material in-year pressures, including formal engagement with Scottish Government where required.
4.12	To support the Board's understanding of the potential range of outcomes, sensitivity analysis has been undertaken to illustrate the impact of adverse movements against key planning assumptions, including inflation. This analysis does not represent decisions or preferred outcomes; rather, it highlights the Service's material exposure to factors that sit largely outside its direct control.
4.13	A number of downside as well as upside risks could materially influence the gap for 2026/27 and across the Spending Review Period if they crystallise. By way of illustration, a 1 percentage point increase in pay uplift and non-pay inflation above planning assumptions would add approximately £2.84m per annum in costs.

4.14	The budget for 2026/27 currently assumes an average 8.5% vacancy factor for support staff , which is significantly above a sustainable operating level. This assumption has been applied deliberately as a short-term affordability measure to help close the 2026/27 in-year funding gap, rather than reflecting an efficient or desirable staffing position.
4.15	This approach carries a material organisational risk , increasing pressure on already stretched corporate and enabling functions, reducing resilience in governance, digital, commercial and change activity, and limiting the Service's ability to respond to emerging pressures at pace. A move towards a more realistic vacancy factor (for example, closer to 3%) would increase the underlying resource requirement by £2.725m in 2026/27 , widening the funding gap.
4.16	SLT has therefore been clear that the 8.5% assumption is not sustainable over the medium term. The intention is to return to a more sustainable vacancy assumption of around 3% in Years 2 and 3 of the Spending Review period , subject to affordability, reinforcing the structural nature of the funding challenge and the need for continued engagement with the Scottish Government.
4.17	Finally, there is no dedicated provision within the 2026/27 Resource Budget or the Spending Review period for material cost escalation arising from external volatility; including climate-driven operational demand (such as wildfire activity), and inflationary pressures linked to geo-political uncertainty; and ongoing property repairs and maintenance (R&M) pressures.
4.18	In the event of significant climate-related operational activity, in-year pressures are estimated at circa £1.1m , depending on severity and duration. In addition, sustained inflation across non-pay which is outside the Service's control, presents a further unfunded risk in the order of £0.76m for every 1 percentage point increase , should current price volatility persist. Separately, the condition of the estate and associated R&M requirements continue to create pressure within existing revenue budgets, with reactive and compliance-driven maintenance costs potentially adding a further £1–2m per annum in the absence of additional capital investment. Appendix E provides a summary of the key downside and upside financial risks for 2026/27, illustrating the potential range of in-year pressures and offsets against the approved budget position.
4.19	This analysis demonstrates that even under relatively stable inflation assumptions, the Service faces a material and persistent funding gap . Under higher inflation scenarios, the scale of the challenge increases markedly, reinforcing the structural imbalance between funding and unavoidable cost pressures .
4.20	The SBR assurance of up to £4.0m provides an additional risk mitigation for in-year volatility, reducing the scale of the unallocated requirement from £6.2m to up to £2.2m , subject to draw-down at SBR. This does not remove underlying risk; it provides contingent cover linked to delivery of SDR and Health and Safety critical activities, alongside continued efficiency effort.
4.21	On balance, the risks associated with the 2026/27 Resource Budget are considered manageable within the year , subject to continued oversight by the SLT and the Board, and ongoing engagement with the Scottish Government. However, the position is unsustainable , and further constraint beyond 2026/27 would further limit the Service's ability to absorb risk without impacting delivery, assurance or reform.

5	Scottish Spending Review Period – Years 2 and 3 (2027/28 and 2028/29)																				
5.1	<p>While the Resource Budget for 2026/27 has been constructed within the confirmed settlement, the medium-term financial outlook for Years 2 and 3 of the Spending Review period remains significantly constrained. The Scottish Government has indicated a flat-cash resource funding assumption beyond 2026/27 which, while indicative, provides a prudent planning basis at this stage.</p>																				
5.2	<p>On the basis of current assumptions, the flat-cash outlook gives rise to an indicative and growing resource funding gap across the Spending Review period. Based on the latest modelling:</p> <ul style="list-style-type: none"> the in-year gap increases from £6.2m in 2026/27 to £16.3m in 2027/28 and £26.6m in 2028/29; and the cumulative gap over the three-year period of approximately £49.1m. 																				
5.3	<p>This position reflects the continuation of underlying baseline cost pressures, unavoidable inflationary impacts and investment required to sustain service delivery and strategic priorities, without commensurate growth in funding. Planning assumptions for Years 2 and 3 are based on 3% for pay awards and CPI of 2% for non-pay, in line with Scottish Government guidance.</p> <table border="1" data-bbox="304 853 1102 1115"> <thead> <tr> <th></th> <th>Budget 2026/27 (£m)</th> <th>Budget 2027/28 (£m)</th> <th>Budget 2028/29 (£m)</th> </tr> </thead> <tbody> <tr> <td>Budget Required</td> <td>359.8</td> <td>369.9</td> <td>380.2</td> </tr> <tr> <td>Flat Cash Funding</td> <td>353.6</td> <td>353.6</td> <td>353.6</td> </tr> <tr> <td>Indicative Annual Gap</td> <td>(6.2)</td> <td>(16.3)</td> <td>(26.6)</td> </tr> <tr> <td>Incremental Movement</td> <td>(6.2)</td> <td>(10.1)</td> <td>(10.3)</td> </tr> </tbody> </table>		Budget 2026/27 (£m)	Budget 2027/28 (£m)	Budget 2028/29 (£m)	Budget Required	359.8	369.9	380.2	Flat Cash Funding	353.6	353.6	353.6	Indicative Annual Gap	(6.2)	(16.3)	(26.6)	Incremental Movement	(6.2)	(10.1)	(10.3)
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5.4	<p>As with the 2026/27 budget, approximately 80% of SFRS expenditure relates to employee costs, meaning that pay and workforce-related assumptions are the single most significant driver of medium-term affordability. The Service is therefore particularly exposed to variation in:</p> <ul style="list-style-type: none"> national pay awards for uniformed and support staff; employer pension contributions; and inflationary pressures affecting non-pay expenditure. 																				
5.5	<p>To illustrate the scale of the challenge, modelling has been undertaken to show the potential workforce impact if the funding gap across the Spending Review period were addressed primarily through uniformed personnel reductions. On an illustrative basis, this would equate to around 128 posts in 2026/27 and a further 198 posts in 2027/28, and an additional 191 posts in 2028/29 for a total reduction of 517 firefighters over three years, broadly equivalent to the loss of around 26 second-response appliances. These figures are not proposals but are included to demonstrate that the funding gap is structural in nature, cannot be bridged through incremental efficiencies, and would materially affect operational resilience and service delivery.</p>																				
5.6	<p>It is important to note that the flat-cash funding assumption for Years 2 and 3 remains indicative and will be subject to future Scottish Budget decisions. However, work undertaken to date indicates that, without additional funding, the Service will have very limited scope to manage these pressures through incremental efficiencies.</p>																				
5.7	<p>Financial planning for the remainder of the Spending Review period will explicitly focus on:</p> <ul style="list-style-type: none"> prioritisation and risk-based decision-making; reform and transformation activity; workforce models and operating assumptions; 																				

<p>5.8</p> <p>5.9</p> <p>5.10</p> <p>5.11</p>	<ul style="list-style-type: none"> • service configuration and demand management; and • the timing and scale of future investment. <p>Continuation of the current funding gap, exacerbated by future flat cash settlements, would take the Service below a minimum sustainable funding position over the Spending review period. While the Service continues to pursue its Service Delivery and Corporate Services Reviews, recognising that there are areas for improvement and better alignment of resources, there are also significant areas of unfunded investment that are required to ensure the long term effectiveness and sustainability of the organisation.</p> <p>The Board is invited to note and support the SLT’s strategic assessment: that the structural funding deficit must be corrected and thereafter funding must be maintained in real terms to enable resources released through reform and transformation activity to be reinvested to reduce risk and deliver a sustainable service over the medium/long term.</p> <p>The SBR assurance from Scottish Government is an in-year measure for 2026/27. It does not address the structural gap across Years 2 and 3, nor alter the Board’s agreed strategic assessment that any resource released through structural change must be reinvested to maintain safe, resilient delivery and real-terms funding.</p> <p>Critically, decisions taken in 2026/27 will shape the range and severity of choices in later years. Our intention is not to imply that significant structural change is planned solely to meet a flat-cash settlement; rather, we will demonstrate transparently what it would take to reduce costs to that extent and the implications and risks of doing so. To support balanced decision-making, we will bring forward reasonable and proportionate options through SDR and CSR, focusing on service configuration, demand management, and enabling functions, to ensure resources are used in the best possible way. We will also identify the priority areas where any resources released must be reinvested (e.g., statutory compliance, operational resilience, critical enabling capacity) to reduce risk and sustain outcomes. These scenario sets, including risk, dependencies and phasing, will be taken first to Strategic Planning and Change Committee (SPCC) for structured scrutiny, and then to the Board during 2026/27 for consideration alongside the Years 2–3 outlook.</p>
<p>6</p>	<p>Medium-Term Risk Outlook</p>
<p>6.1</p> <p>6.2</p> <p>6.3</p>	<p>SLT has been clear that several risks accepted in 2026/27 are likely to crystallise over the medium term if funding constraints persist. These risks are not confined to a single year and therefore require active consideration as part of future budget rounds. Accordingly, the following areas have been included within Years 2 and 3 of the Medium-Term Financial Plan:</p> <ul style="list-style-type: none"> • community prevention and protection capacity; • data and digital resilience; • a return to a 3% vacancy factor for support staff to mitigate growing risk to corporate and enabling service capacity if elevated vacancies are sustained. <p>The financial context is further shaped by wider Public Service Reform expectations, including assumptions of continued efficiency and productivity improvement, currently estimated at around 0.5% per annum. However, given the scale of efficiencies already delivered by SFRS since reform, and the fact that around 80% of the cost base is workforce-driven, the scope for further savings of this nature is increasingly constrained. Achieving additional reductions at this level, on top of the existing funding gap, would require fundamental changes to service delivery models, rather than incremental efficiency, and would put further pressure on the resilience of the organisation.</p> <p>In considering options across Years 2 and 3 of the Spending Review period, it is important to be clear that the Service is not proposing workforce reductions below levels that uphold legislative compliance, operational resilience and delivery of our statutory</p>

<p>6.4</p> <p>6.5</p>	<p>duties. The Service’s ability to reduce headcount in response to funding constraint is largely dependent on natural turnover, including retirements and voluntary leavers. There is very limited scope to accelerate reductions without creating unacceptable risks to operational capability, training capacity, supervision, organisational resilience and service assurance.</p> <p>As a result, any material reduction in workforce numbers would take a number of years to achieve, if it were considered appropriate at all. This significantly constrains the extent to which short-term budget gaps across the Spending Review period can be addressed through workforce reduction and reinforces the structural nature of the financial challenge facing the Service.</p> <p>In parallel with in-year risk management, SFRS is continuing active engagement with the Scottish Government on both the scale of the 2026/27 in-year gap and the structural funding challenge across the Spending Review period. This engagement is informed by robust financial modelling, sensitivity analysis and explicit articulation of service and risk impacts, ensuring that any future discussions on funding, flexibility or reform are grounded in evidence and aligned with national priorities.</p>
<p>7</p>	<p>Recommendation</p>
<p>7.1</p>	<p>The Board is asked to:</p> <ul style="list-style-type: none"> • Approve the Resource Budget for 2026/27, as set out in section 3 and detailed in Appendix A, on the basis of a balanced budget with an unallocated requirement of £6.2m, noting the Scottish Government’s SBR assurance of up to £4.0m, and the conditions attached. • Note the implications of the 2026/27 budget position for the wider Spending Review period. • Agree that further options for Years 2 and 3 will be brought forward for consideration as part of the medium-term planning process. • Support a clear strategic assessment: that the structural funding deficit must be corrected and thereafter funding must be maintained in real terms to enable resources released through reform and transformation activity to be reinvested, to reduce risk and deliver a sustainable service over the medium/long term. • Support continued, constructive engagement with the Scottish Government to manage the 2026/27 in-year pressures and secure a sustainable funding position.
<p>8</p>	<p>Key Strategic Implications</p>
<p>8.1</p> <p>8.1.1</p> <p>8.1.2</p> <p>8.1.3</p>	<p>Risk Appetite and Alignment to Risk Registers</p> <p>Financial and operational risks for 2026/27 have been clearly set out in this paper, and SLT will continue to review and refresh these as part of ongoing budget management. The risks arising from the £12.5m of removed or deferred investment are captured within Directorate Risk Registers where required, ensuring clear visibility and oversight.</p> <p>In relation to budgetary limits, SFRS has a Minimalist risk appetite. Where reductions below the level required to deliver statutory duties and maintain operational resilience would create unacceptable risk, the Board may determine that funding must be maintained and the residual financial risk managed transparently.</p> <p>In relation to risk of failing to provide a safe and effective emergency response, SFRS has a Minimalist appetite, while also being Ambitious to explore new delivery models, specifically related to SSRP, utilising various data and information sources.</p>
<p>8.2</p> <p>8.2.1</p>	<p>Financial</p> <p>Financial resources are provided to SFRS to achieve its Purpose, as set out in the Fire and Rescue Framework for Scotland. The SFRS Strategy 2025-28 sets out how the Service intends to do so, with an ambitious vision which would see us deliver a sustainable, modern</p>

	and technologically advanced Fire and Rescue Service that is fit to meet the challenges of Scotland's future. This will drive the allocation of resource and capital budgets.
8.3 8.3.1	Environmental & Sustainability The Strategy sets out the Service's commitment to being as prepared for and effective as we can be in dealing with the impact of climate change. Budget decisions will support progress towards this outcome.
8.4 8.4.1	Workforce The Strategy sets out the Service's commitment to creating a collaborative and supporting environment where everyone can excel and feel heard. Budget decisions will support progress towards this outcome.
8.5 8.5.1	Health & Safety The Strategy sets out the Service's commitment to putting the safety, physical and mental health of employees at the forefront of what we do. Budget decisions will support progress towards this outcome.
8.6 8.6.1	Health & Wellbeing The Strategy sets out the Service's commitment to putting the safety, physical and mental health of employees at the forefront of what we do. Budget decisions will support progress towards this outcome.
8.7 8.7.1	Training The Strategy sets out the Service's commitment to developing and nurturing the talent and skills of our employees, providing development opportunities for all and offering rewarding careers. Budget decisions will support progress towards this outcome.
8.8 8.8.1	Timing Following SLT recommendation of the Resource Budget 2026/27 (as outlined within the Governance Route section below), it is intended thereafter to seek formal approval of Resource and Capital Budgets at the Board Meeting on 26 March 2026.
8.9 8.9.1	Performance Service performance during 2026/27 will be monitored through regular quarterly updates, which alongside monthly financial monitoring reports will enable scrutiny how effectively financial resources have been deployed.
8.10 8.10.1	Communications & Engagement The Budget Approach will be discussed with representative bodies ahead of presenting detailed budget proposals.
8.11 8.11.1	Legal The Accountable Officer is required to ensure that the resources of SFRS are used economically, efficiently and effectively.
8.12 8.12.1	Information Governance DPIA completed Yes/No. If not applicable state reasons. There are no specific Information Governance implications associated with this report.
8.13 8.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons. There are no specific equalities implications associated with this report.

8.14 8.14.1	Service Delivery The Strategy sets out the Service's commitment to creating safer communities through prevention and to providing a safe and effective response. Budget decisions will support progress towards these outcomes.	
9	Core Brief	
9.1	The Interim Director of Finance and Contractual Services presented the proposed Resource Budget for 2026/27 to the Board for approval. It is proposed that the Resource Budget for 2026/27 be set at £353.62million, in line with funding from the Scottish Government. The report also sets out the implications of the 2026/27 budget position for the wider Spending Review period, recognising that decisions taken this year influence affordability, risk and sustainability in future years.	
10	Assurance (SFRS Board/Committee Meetings ONLY)	
10.1	Director:	Deborah Stanfield, Interim Director of Finance and Contractual Services
10.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
10.3	Rationale:	The budget has been developed through structured engagement with budget holders and Finance Business Partners and subjected to iterative scrutiny and challenge from the Strategic Leadership Team and the Board. Key assumptions, sensitivities and risks have been explicitly modelled and are subject to in-year monitoring and escalation.
11	Appendices/Further Reading	
11.1	Appendix A – Resource Budget 26/27	
11.2	Appendix B – Budget Evolution 26/27	
11.3	Appendix C – Risk Appetite Statements	
11.4	Appendix D – Financial Risks	
11.5	<u>Further reading:</u> Scottish Spending Review 2026.pdf	
Prepared by:		Deborah Stanfield, Interim Director of Finance and Contractual Services
Sponsored by:		Stuart Stevens, Chief Officer
Presented by:		Deborah Stanfield, Interim Director of Finance and Contractual Services
Links to Strategy and Corporate Values		
SFRS Strategy 2025-2028		
Governance Route for Report		Meeting Date
<i>Strategic Leadership Team</i>		<i>19 March 2026</i>
<i>SFRS Board</i>		<i>26 March 2026</i>
		Report Classification/ Comments
		<i>For Recommendation</i>
		<i>For Decision</i>

**SCOTTISH FIRE & RESCUE SERVICE
Resource Budget 2026/2027**

Appendix A

2025/2026 Base Position £m		2026/2027 Budget	Change £m	%
176.08	Wholetime	184.70	8.62	4.9
8.16	Control	9.11	0.95	11.6
33.44	On Call	35.74	2.30	6.9
40.92	Support	46.51	5.58	13.6
8.65	Employee Other	9.68	1.03	11.9
267.25	Employee Costs	285.74	18.49	6.9
33.64	Property Costs	34.30	0.67	2.0
27.13	Supplies & Services	31.98	4.85	17.9
5.76	Transport Costs	6.27	0.51	8.9
2.17	Third Party Payments/Council Charges	2.05	(0.12)	(5.6)
1.48	Financing	1.37	(0.11)	(7.3)
0.00	Unallocated	(6.17)	(6.17)	
337.43	GROSS EXPENDITURE	355.54	18.11	5.4
(1.81)	Income	(1.92)	(0.11)	6.3
335.62	NET EXPENDITURE	353.62	18.00	5.4

Note: An **assurance of up to £4.0m** may be provided at SBR, if required to secure a balanced outturn; any draw-down will be contingent on continued efficiency delivery, SDR progression and H&S compliance.

2026/2027 Budget Evolution

	£000s
Baseline Budget	335,620
Pay Awards and Increments	6,864
Pension and NI & T&C Changes	5,474
Staffing Recruitment Profile	2,597
Support for organisational transformation	123
Change in Support Staff Vacancy Factor	850
Expense Cost Pressures	4,078
Baseline Pressures	19,986
Health & Wellbeing Review / Asbestos Screening	744
New Self-Contained Breathing Apparatus Roll-out	406
Post Investigation Resource Requirements	381
Training Investments	858
Fire Safety Courses	230
Legislative and Inquiry-Driven Requirements	2,618
Fire Fighter Safety	77
Leadership and Culture Development	328
Digital and Corporate Systems	806
Corporate Services	10
Supporting SDR consultation outcomes	272
Additional Pressures	80
Strategic Investment Priorities	1,572
Unallocated Savings	(6,176)
Budget 2026/2027	353,620

APPENDIX C: 2026 Revenue Risks and Aligned Risk Appetite Statements

Risk Ref. No.	Directorate / Budget Risk	Risk Description	Current Mitigating Actions	Risk Assessment			Risk Owner	Risk Appetite
				P	I	RR		
Resource 1	FCS005	There is a risk that the Service may be unable to secure levels of funding required to achieve its strategic objectives. Additional pressure has been placed upon government finances causing uncertainty over future funding settlements. This could result in delays to agreed and future projects requiring a resetting of the Services objectives.	<ul style="list-style-type: none"> Develop a 3 year medium term financial plan, taking account of the developing strategic service review programme. Regular review of financial monitoring reports to SLT, ensuring they remain fit for purpose to allow appropriate decision making. 	5	4	20	Director of Finance and Contractual Services	Financial, Minimalist; 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.
Resource 2	FCS020	There is a risk of SFRS not achieving best value from the resources it has because of inefficient systems and processes, a failure to respond to changing risks and/or ineffective governance. This may result in missed opportunities to deliver the best possible service for the communities we serve.	<ul style="list-style-type: none"> Improve alignment of financial, performance and risk reporting Develop a 3 year medium term financial plan, taking account of the developing strategic service review programme. Regular review of financial monitoring reports to SLT, ensuring they remain fit for purpose to allow appropriate decision making. 	3	4	12	Director of Finance and Contractual Services	Financial, Open; In relation to transformation and spend to save initiatives, SFRS has an open appetite, looking to improve longer terms financial sustainability, supported by robust business cases.
Resource 3	FCS022	There is a risk of continued challenges with recruiting and retaining staff with the necessary skills and experience required to support the Finance and Procurement Function. This relates to all functions, with particular impacts apparent within the Accountancy and Procurement Sections which is proving to have a very buoyant job market and provides pay grade challenges. This can result in the inability to support service delivery requirements and future impacts upon resilience and succession planning may be experienced.	<ul style="list-style-type: none"> Review of Finance and Procurement Structure to ensure alignment with Strategic and Directorate priorities and associated projects. Following SLT agreement recruit to establishment in relation to the Systems Team. 	4	4	16	Director of Finance and Contractual Services	People, Open; In relation to ensuring it has appropriate capacity and capabilities to deliver its priorities, SFRS has an Open appetite, ensuring robust workforce plans are in place across all colleague groups, while exploring creative or innovative ways to deliver our Services.
Resource 4	Budget Specific	There is a risk that actual costs may be realised at levels that differ from those based on assumptions used at budget setting. This may be due to revised corporate strategies or wider economic external factors. This could result in a material over or underspend.	<ul style="list-style-type: none"> Retain budget contingency Closely monitor and report on actual expenditure Provide flexibility to budget holders to manage budgets on a bottom-line basis 	4	4	16	Head of Finance and Procurement	Financial, Minimalist; In relation to financial propriety, regularity and fraud risks SFRS has a Minimalist appetite with a strong focus on maintaining effective financial controls and accountability.
Resource 5	Budget Specific	There is a risk that staff movements, across all staff types, are not in line with budgeted plans and lead to consequential impacts on other cost lines, e.g. operational overtime or inability to manage within the budgeted vacancy factor. This may be due to revised corporate strategies or wider economic external factors. This could result in a material over or underspend.	<ul style="list-style-type: none"> Retain budget contingency Closely monitor and report on actual expenditure through SLT / Corporate Board Provide flexibility to budget holders to manage budgets on a bottom-line basis 	4	3	12	Head of Finance and Procurement	Financial Minimalist; 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.
Resource 6	Budget Specific	There is a risk that funding from SG fails to recognise the full impact of the SFRS strategic investment priorities. This may be due to revised corporate strategies or wider economic external factors. This could result in a material over or underspend.	<ul style="list-style-type: none"> Ongoing discussions with SG on the impacts and consequences of challenging budget settlements 	4	4	16	Head of Finance and Procurement	Compliance; Minimalist; In relation to meeting our legal and regulatory obligations SFRS has a Minimalist appetite. OR Financial Minimalist; 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.

APPENDIX C: 2026 Revenue Risks and Aligned Risk Appetite Statements

Agreed SFRS Risk Appetite Statements

Risk Appetite Category	Risk Appetite Statements
Financial	<ul style="list-style-type: none"> • In relation to financial propriety, regularity and fraud risks SFRS has a Minimalist appetite with a strong focus on maintaining effective financial controls and accountability. • In relation to qualification of our accounts SFRS has a Minimalist appetite. • 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. • In relation to ensuring service levels for transaction processing SFRS has a Cautious appetite. • In relation to transformation and spend to save initiatives, SFRS has an Open appetite, looking to improve longer term financial sustainability, supported by robust business cases. • In relation to multi-year capital planning SFRS has an Open 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. • In relation to additional income generation, beyond Grant In Aid, SFRS has an Ambitious appetite for being innovative in exploring other sources of potential income.
Organisational Security	<ul style="list-style-type: none"> • In relation to the prevention or detection of cyber security incidents, SFRS has a Minimalist appetite. • In relation to risks associated with inappropriate use of information, SFRS has a Minimalist appetite • In relation to the prevention of unauthorised and/or inappropriate access to estate, SFRS has a Cautious appetite. • In relation to risks associated with the use, adoption or reliance upon technology resulting in a security exposure, SFRS has a Cautious appetite.
Environmental	<ul style="list-style-type: none"> • In relation to the risk of breaching environmental legislation, regarding pollution prevention and control, SFRS has a Minimalist appetite. • In relation to maintaining Service resilience, associated with energy supplies, SFRS has a Minimalist approach to new and untested technologies, and will ensure operational response levels are maintained. • In relation to the measures needed to create and maintain a climate conscious culture, SFRS has an Open appetite. • In relation to the risk of failing to meet carbon reduction targets, SFRS has an Open appetite to maximise the impact of available funding. • In preparing for climate change, SFRS has an Ambitious appetite. We will seek new ways of working, pursue opportunities to scale up proven new and impactful technologies and deliver investment with communities and partners. We will build community resilience, reducing our collective energy consumption and recognising that solutions may be site specific.
Compliance	<ul style="list-style-type: none"> • In relation to the Health & Safety of staff, SFRS has Minimalist approach in relation to meeting legal or regulatory requirements. • In relation to meeting our legal and regulatory obligations SFRS has a Minimalist appetite. • In relation to our internal governance, including systems of controls and data governance, SFRS has a Cautious appetite. • In relation to influencing regulators to propose proportionate regulations for the Service SFRS has an Open appetite.

APPENDIX C: 2026 Revenue Risks and Aligned Risk Appetite Statements

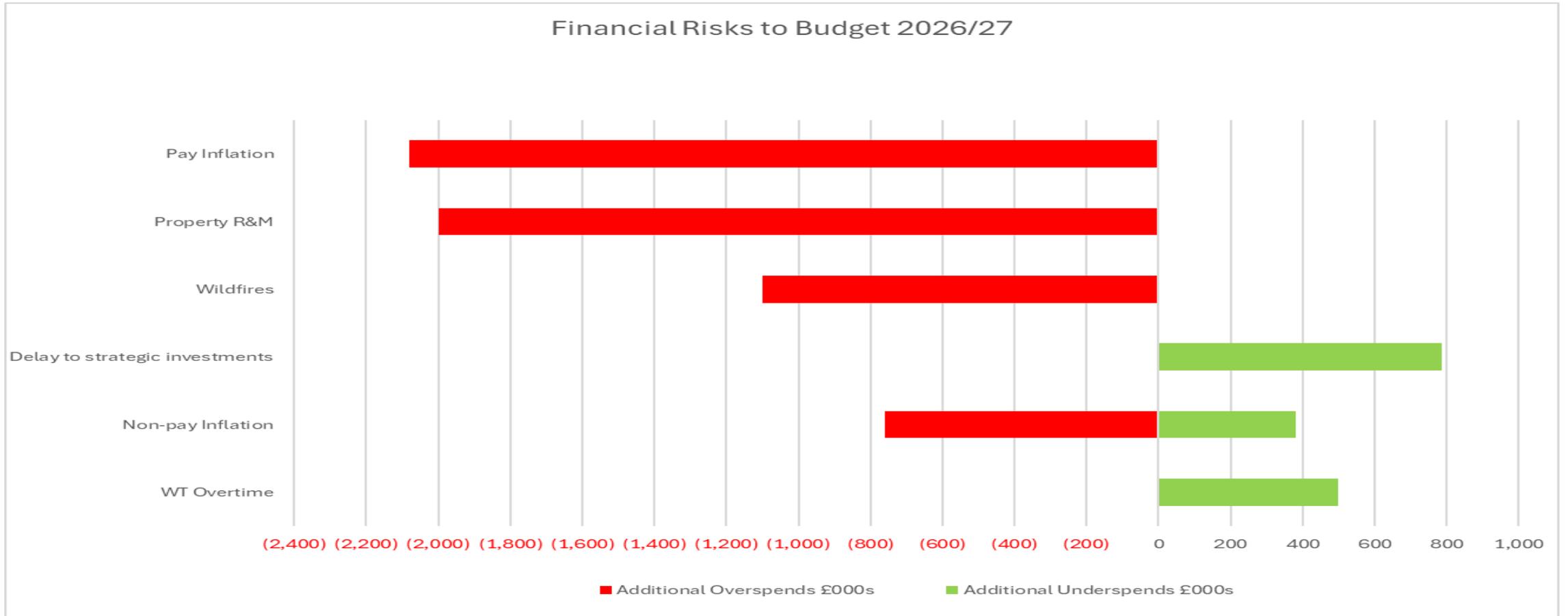
Risk Appetite Category	Risk Appetite Statements
Service Delivery	<ul style="list-style-type: none"> • In relation to risk of failing to provide a safe and effective emergency response, SFRS has a Minimalist appetite. • In relation to ensuring that operational staff are safe and competent through compliance with training, SFRS has a Minimalist appetite. • In relation to providing safety advice, education and support to enhance community safety and resilience, SFRS has a Minimalist appetite. • In relation to exploring new ways to deliver our training, prevention, preparedness and operational activities for better outcomes, SFRS has an Open appetite. • In relation to continuous improvement and learning utilising all stages of the OA process, SFRS has an Open appetite. • In relation to exploring new delivery models, specifically related to SSRP, utilising various data and information sources, SFRS has an Ambitious Appetite • In relation to new ways of working and technologies, that may lead to enhanced or improved operational activities and tactics with safer and/or more efficient outcomes, SFRS has an Ambitious appetite.
People	<ul style="list-style-type: none"> • In relation to risks that could compromise the physical and mental health of colleagues, SFRS has a Minimalist appetite, investing in robust health, safety and wellbeing measures to ensure a healthy workplace. • In relation to employment law and regulations SFRS has a Cautious appetite, managing these risks through appropriate legal and compliance reviews and ensuring compliance is a priority of the Service. • In relation to ensuring it has the appropriate capacity and capabilities to deliver its priorities, SFRS has an Open appetite, ensuring robust workforce plans are in place across all colleague groups, while exploring creative or innovative ways to deliver our services. • In relation to seeking innovative approaches to talent acquisition, development and retention SFRS has an Open appetite, looking to experiment with new methods of attracting, developing and retaining talent. • In relation to fostering progressive, positive and respectful employee relationships, valuing open communication and diverse perspectives, in line with our Working Together Framework, SFRS has an Open appetite, ensuring significant cultural and operational benefits. • SFRS has an Ambitious approach to ensuring the culture aligns with Service values, fostering positive workplace behaviours that promote wellbeing, engagement, high performance and inclusion.
Technology	<ul style="list-style-type: none"> • In relation to handling sensitive data or working with national infrastructure systems or technologies, SFRS has a Minimalist appetite. • In relation to the procurement of new and innovative technologies, SFRS has a Cautious appetite, and operating within defined legal requirements. • In relation to staff training in innovation and use of technology and the adoption of appropriate online behaviours SFRS has a Cautious appetite. • In relation to how innovation is governed and appropriately managed SFRS has a Cautious appetite. • In relation to safely replacing obsolete technologies and dealing with matters of technical debt SFRS has an Open Appetite. • In relation to the research, development and adoption of new and emerging technologies, SFRS has an Ambitious appetite.
Political and Stakeholder Relationships	<ul style="list-style-type: none"> • In relation to legal requirements in managing stakeholder engagement, SFRS has a Minimalist appetite. • In managing reputational risks arising from political, community and stakeholder engagement, particularly with a change focus in mind, SFRS has a Cautious appetite recognising that the Service is likely to suffer occasional negative publicity. • In relation to the involvement of all stakeholders to inform Service decision-making processes, including change options, SFRS has an Open appetite. • In relation to building relationships and influencing Scottish Government, MSPs and local political actors in support of SFRS change objectives and in delivering our Outcomes, SFRS has an Open appetite. • In relation to influencing legislation at the Scottish and UK levels in support of safer outcomes for communities and firefighters, SFRS has an Ambitious appetite. • In relation to engaging with communities and stakeholders SFRS has an Ambitious appetite. • In relation to managing consultation processes, SFRS is Ambitious in utilising innovative approaches to community and stakeholder engagement. • In working in partnership or collaborating with public service and third sector bodies, SFRS has an Ambitious appetite.

APPENDIX C: 2026 Revenue Risks and Aligned Risk Appetite Statements

Risk Appetite Levels

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

Estimated Range of Risks to Resource Budget 2026/27



Total Overspend Risk to Reported Position £000	Total Underspend Risk to Reported Position £000
£(5,940)	£1,666

Financial Risks

High Impact Risks

Pay Inflation

- There is a risk that pay awards may be higher than currently budgeted.

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 budget.

Wildfires

- There is a risk that further demands are placed upon the service in relation to attending wildfire incidents on an increasing basis.

Delays to Strategic investments

- There is a risk that strategic investment plans may be delayed due to recruitment or supply chain issues.

Non-pay Inflation

- There is a risk that inflationary pressures may be differ from those currently budgeted.

Wholetime Overtime

- Changes to business rules or revised crewing models may result in lower demand for overtime than currently budgeted.

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

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/04-26

Agenda Item: 15

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	26 MARCH 2026						
Report Title:	RESOURCE BUDGET MONITORING FEBRUARY 2026						
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
1	Purpose						
1.1	To advise the Board of the Resource Budget position for the period ending 28 February 2026.						
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.						
2.3	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): <ul style="list-style-type: none"> • £3.42m towards funding the additional National Insurance costs. • £1.0m to support the ongoing delivery of SSRP. • £0.414m in respect of the higher than budgeted NJC pay settlement. • £0.02m in relation to peppercorn leases. • £0.008m in respect of Long Service Good Conduct Medals. 						
2.4	This resulted in a Board approved budget of £337.062m at the start of the financial year.						
2.5	Included within the ABR, was 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.						
2.6	As in 2024/25, it has been identified that the published Resource (Cash) budget does not include a correction of £0.542m required in relation to the reclassification of lease costs following the introduction of new accounting rules (IFRS16). As in 2024/25, this funding was provided at the Spring Budget Revision (SBR) but only for £0.5m.						
2.7	Further amendments provided at the SBR, included: <ul style="list-style-type: none"> • £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) 						

2.8	A minor adjustment due to a rounding issue was identified and has led to a reduction of £0.072m to the budget. This includes the reduction of £0.042m to the original IFRS16 requirement.
2.9	These budget adjustments will therefore result in a revised Resource budget of £336.745million which has been reflected in this report.
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 underspend against budget of £1.124million. The forecast year-end position at this stage shows an underspend of £0.324million . This assumes that Contingency will be fully utilised this financial year.
3.3	<p>The forecast highlights that the significant employee cost variances relate to:</p> <ul style="list-style-type: none"> • An underspend for Control of £0.364million due to current vacancies. • An underspend for Wholetime of £0.226million caused by current vacancies and overtime costs reducing as impact of current business rules continues to deliver financial benefits. • An overspend for Support of £0.678million due current staffing levels being above the budgeted levels when the agreed vacancy factor is considered. • An overspend for On Call of £0.418million caused by the significant demand on SFRS resources and the subsequent impact on employers' National Insurance contributions.
3.4	Other employee costs are forecast to be £0.629million overspent. This is mainly due to the predicted impact of the year-end holiday pay accrual, using this year's roster calendar. This is partially offset by lower than anticipated ill-health retirements.
3.5	Property costs are forecast to be £0.799million underspent, reflecting lower consumption of utilities to date offset by increased essential repairs and maintenance.
3.6	Supplies & Services are forecast to overspend by £0.280million mainly due to development costs supporting situational awareness product, higher hydrant maintenance and associated costs, increased IT contract prices, additional equipment maintenance checks. These are offset by reduced communication and IT costs related to the In-Vehicle system element of the ESMCP/IVS project and less than anticipated excess insurance claims. Resources supporting Firelink and mapping services are also forecast to underspend.
3.7	Transport costs are forecast to overspend by £0.292million due to increased fuel consumption reflecting earlier wildfire activity levels and additional demand on vehicle maintenance.
3.8	Third Party Payments are forecast to be underspent by £0.221million due to reduced demand for physiotherapy and counselling services. Physician services received additional budget in October to support current demand and costs are also materialising lower than anticipated.
3.9	Income is forecast to over recover by £1.011million 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 hydrant maintenance, property repairs and wholetime overtime.

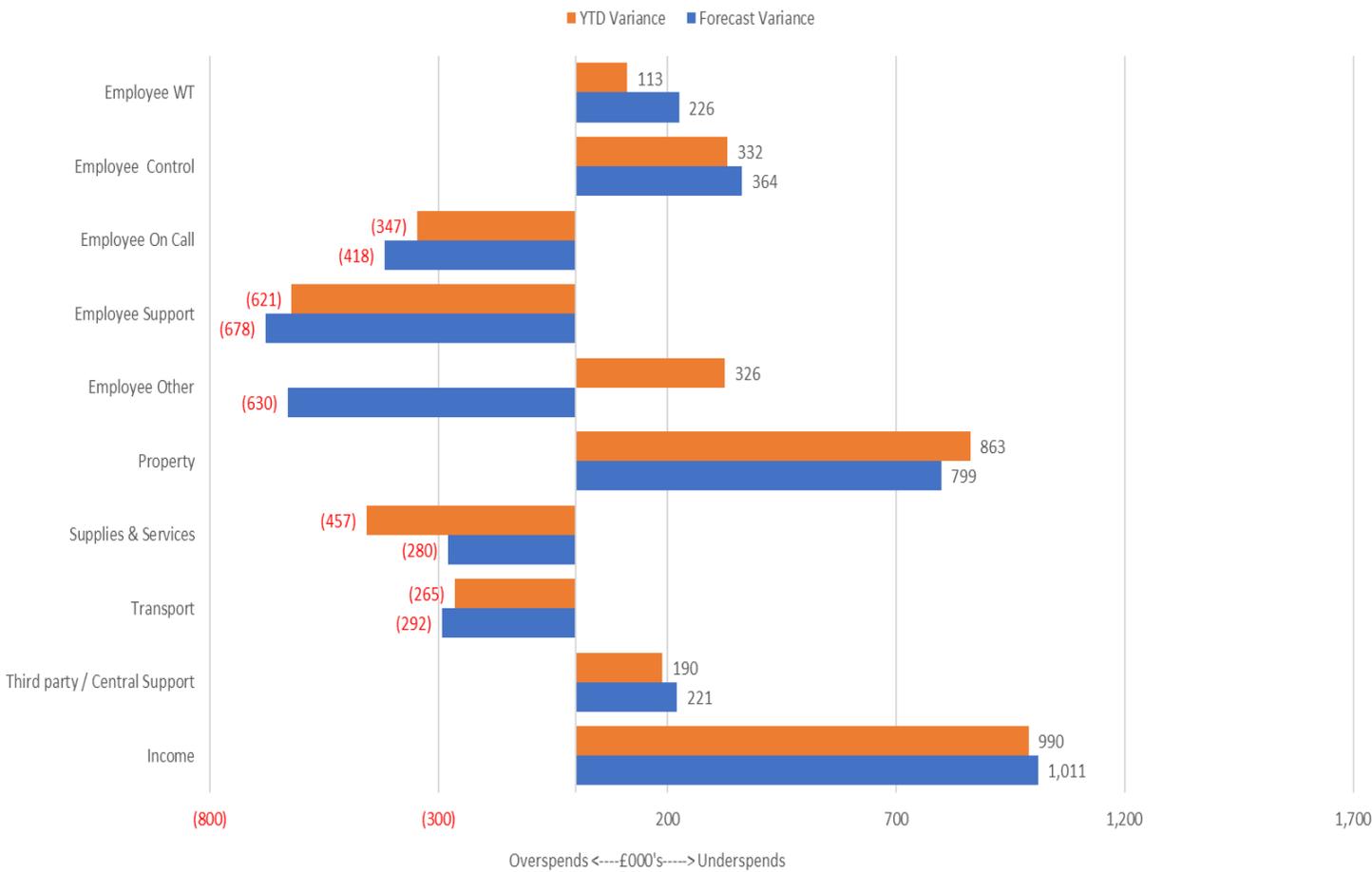
4	Recommendation
4.1	The Board is asked to scrutinise the report.
5	Key Strategic Implications
5.1	Risk
5.1.1	In relation to breaching budgetary limits, SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets. In exceptional circumstances, where additional spend may be required, that would exceed budget provision, approval may be sought from the Scottish Government.
5.1.2	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	Financial
5.2.1	The financial implications are detailed within the report.
5.3	Environmental & Sustainability
5.3.1	There are no environment and sustainability implications directly associated with this report.
5.4	Workforce
5.4.1	The workforce implications are detailed within the report.
5.5	Health & Safety
5.5.1	There are no health and safety implications directly associated with this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications directly associated with this report.
5.7	Training
5.7.1	The training implications are detailed within the report.
5.8	Timing
5.8.1	The potential savings associated with proposed actions are based on immediate implementation. Any delay will reduce the impact of these measures.
5.9	Performance
5.9.1	The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.
5.10	Communications & Engagement
5.10.1	Once presented to the Board, this report will be a public document and will be available via the Service website.
5.11	Legal
5.11.1	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	Information Governance
5.12.1	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 27th 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.	
6	Core Brief	
6.1	The Interim Director of Finance and Contractual Services advised Board of the resource budget position for the period ending 28 th February 2026. The February 2026 resource monitoring report shows a current underspend against budget of £1.124million, with a forecast year-end underspend of £0.324million.	
7	Assurance (SFRS Board/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
7.2	Rationale:	The financial position is reviewed monthly and budget variances and forecasts are highlighted. During the year, SLT agree actions to ensure we manage the financial position within agreed financial parameters. In addition: <ul style="list-style-type: none"> • 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	
Prepared by: William Lindsay, Decision Support Manager		
Sponsored by: Lynne McGeough, Head of Finance and Procurement		
Presented by: Deborah Stanfield, Director of Finance and Contractual Services		
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
<i>Strategic Leadership Team</i>		<i>19 March 2026</i>
<i>SFRS Board</i>		<i>26 March 2026</i>
		Report Classification/ Comments
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>

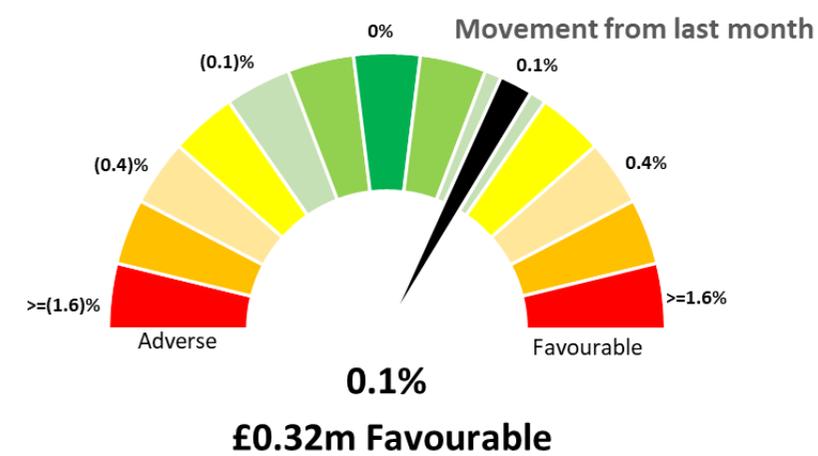
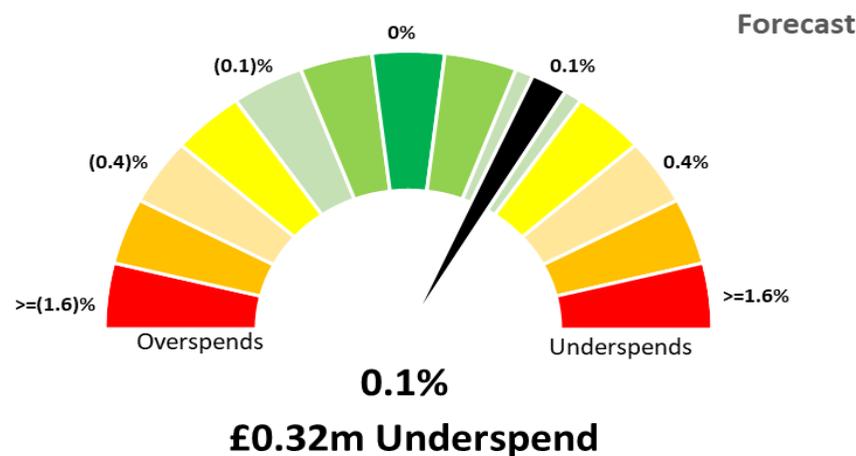
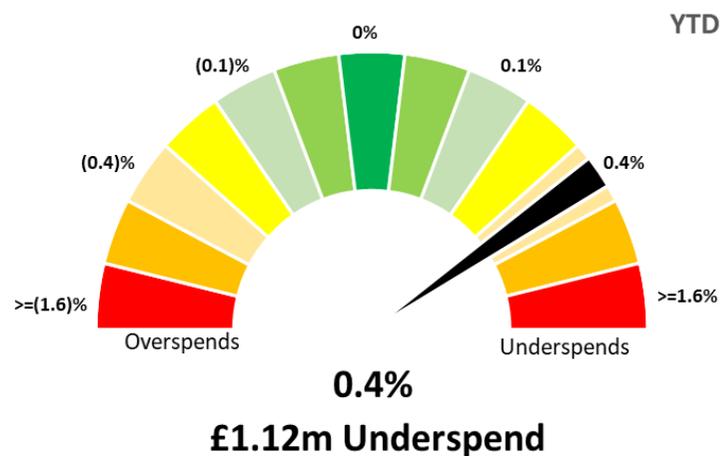
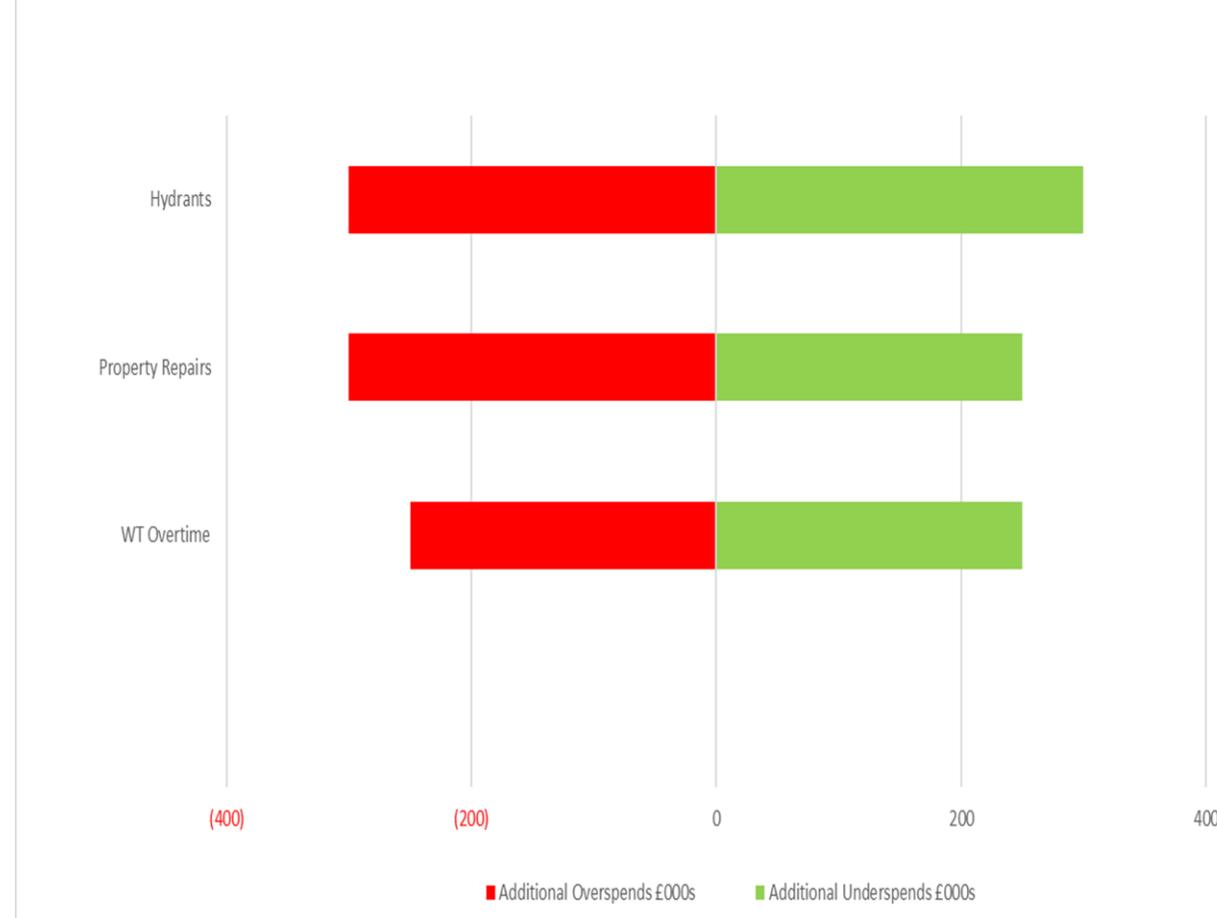
Appendix A
Consolidated Financial Position
February 2026

SFRS Financial Overview 2025/2026 Period 11

Service Variances by Expenditure Type



Financial Risks to Reported Position



SFRS Resource Monitoring Report February 2026

The report below highlights a year-to-date underspend, as at the 28th February 2026, of £1.124 million (0.4% of the year-to-date budget). The forecast underspend to the 31st March 2026 is £0.324 million (0.1% of the full year budget).

Board Approved Budget (incl. ABR-aligned items)	SG Budget Revisions	Virements	Revised Annual Budget	Narrative	Year to Date (£000's)				Year-End Projection (£000's)		
					Budget	Actual	Variance		Forecast	Variance	
							£ (4)-(5)	% (6)/(4)		£ (3)-(8)	% (9)/(3)
(1)		(2)	(1)+(2) (3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	
268,665	2,840	(364)	271,141	Employee Costs	247,922	248,119	(197)	-0.1%	272,276	(1,135)	-0.4%
260,014	2,840	(414)	262,440	Salary and Related Costs (including overtime)	240,311	240,834	(523)	-0.2%	262,946	(506)	-0.2%
177,490	322	126	177,938	Wholetime	162,972	162,859	113	0.1%	177,712	226	0.1%
8,165	15	(0)	8,180	Control	7,485	7,153	332	4.4%	7,816	364	4.4%
33,435	1,563	0	34,998	On-Call	32,057	32,404	(347)	-1.1%	35,416	(418)	-1.2%
40,924	940	(540)	41,324	Support	37,797	38,418	(621)	-1.6%	42,002	(678)	-1.6%
8,651	-	50	8,701	Other Employee Costs	7,611	7,285	326	4.3%	9,330	(629)	-7.2%
3,774	-	-	3,774	Early Retirement Charges	3,459	3,204	255	7.4%	3,490	284	7.5%
1,129	-	51	1,180	Training	793	794	(1)	-0.1%	1,183	(3)	-0.3%
2,446	-	(1)	2,445	Subsistence & Travel	2,195	2,095	100	4.6%	2,336	109	4.5%
1,302	-	-	1,302	Other	1,164	1,192	(28)	-2.4%	2,321	(1,019)	-78.3%
33,658	-	-	33,658	Property Costs	31,368	30,505	863	2.8%	32,859	799	2.4%
27,139	(3,157)	83	24,065	Supplies & Services	20,547	21,004	(457)	-2.2%	24,345	(280)	-1.2%
5,762	-	-	5,762	Transport Costs	5,191	5,456	(265)	-5.1%	6,054	(292)	-5.1%
2,166	-	281	2,447	Third Party Payments	2,081	1,891	190	9.1%	2,226	221	9.0%
1,480	-	-	1,480	Financing	756	756	-	0.0%	1,480	-	0.0%
-	-	-	-	Budget Reallocation	-	-	-	0.0%	-	-	0.0%
338,870	(317)	0	338,553	GROSS EXPENDITURE	307,865	307,731	134	0.0%	339,240	(687)	-0.2%
(1,808)	-	-	(1,808)	Income	(1,225)	(2,215)	990	-80.8%	(2,819)	1,011	-55.9%
-	-	-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
337,062	(317)	0	336,745.0	NET EXPENDITURE	306,640	305,516	1,124	0.4%	336,421	324	0.1%

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 February 2026, no budget revisions or virements were done that resulted in movements between categories of expenditure:

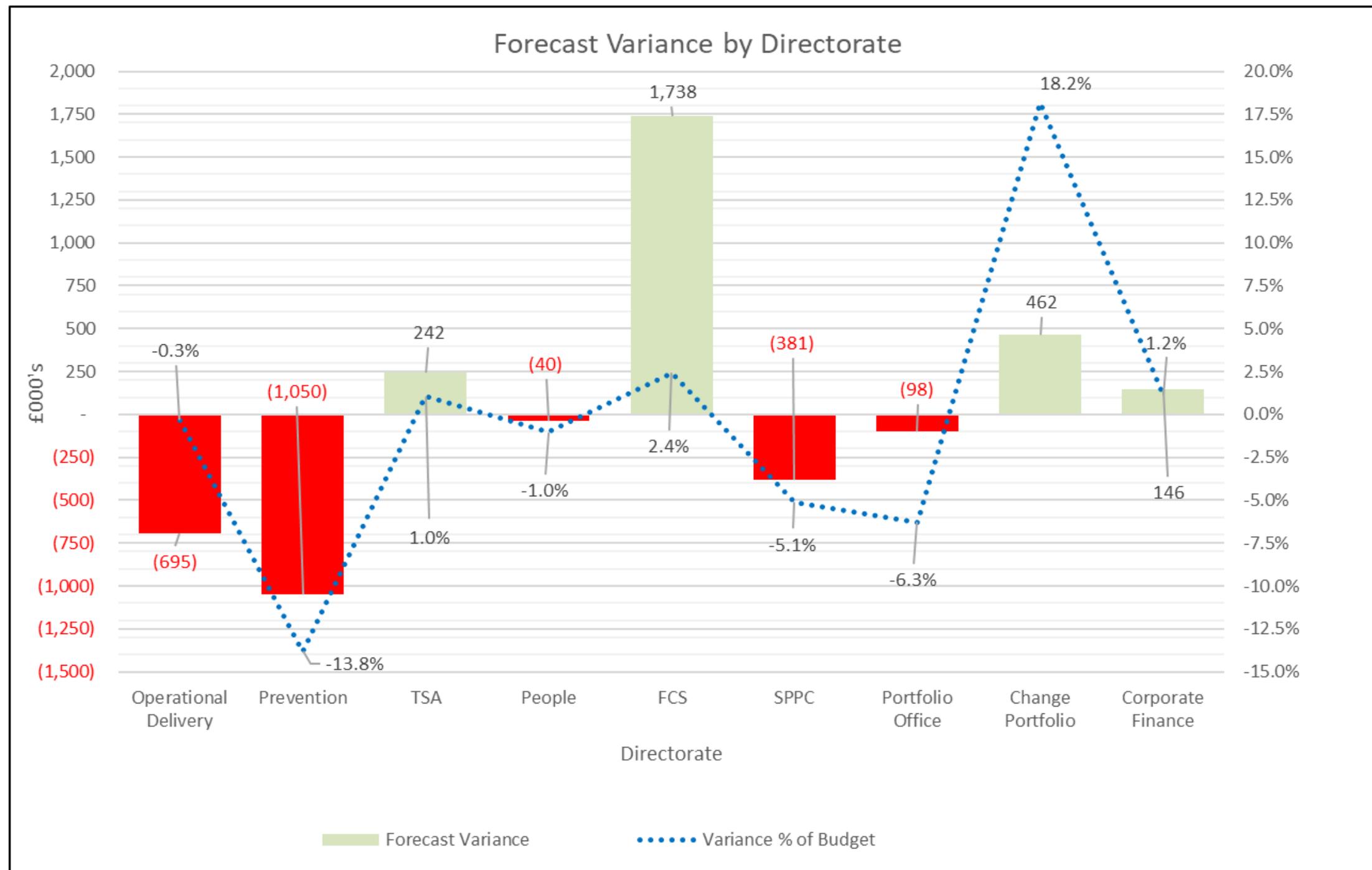
The table below highlights all the budget virements that have taken place within the current financial year.

Analysis of Budget Virements £000's

	Budget Approved by the Board	Budget Setting Adjustments	SG Funding Adjustment	SDR	Enforcement Training	Rep Bodies	PPF	Health & Wellbing Bsuiness Case	Corporate Services 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	-	-	-	-	-	-	-	-	3,774
Employee Training	1,129	(5)	-	-	50	-	-	7	-	-	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	(3,157)	(102)	(50)	(26)	435	(164)	(100)	(29)	24,065
Transport	5,762	0	-	-	-	-	-	-	-	-	5,762
Third party / Central Support	2,166	(13)	-	-	-	-	-	211	100	(17)	2,447
Financing	1,480	(0)	-	-	-	-	-	-	-	-	1,480
Unallocated Savings	-	-	-	-	-	-	-	-	-	-	-
Income	(1,808)	(0)	-	-	-	-	-	-	-	(0)	(1,808)
Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	337,062	0	(317)	(0)	-	(0)	0	(0)	-	(0)	336,745

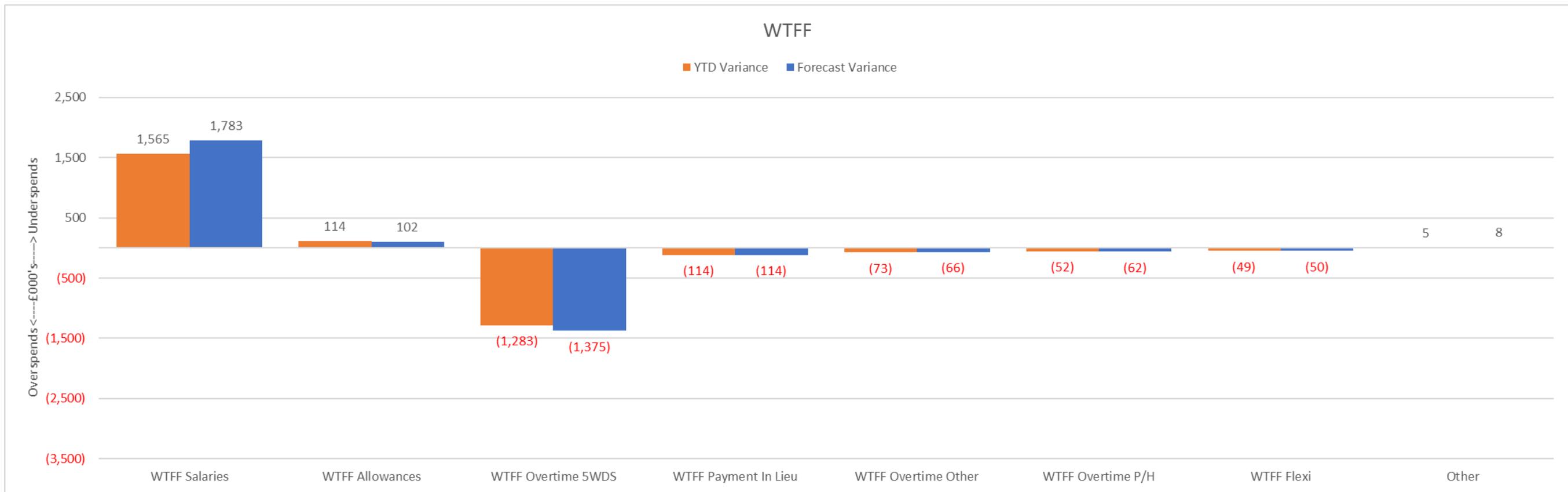
Note – the Service’s contingency balance is held within Supplies & Services. The forecast assumes this budget will be fully utilised.

Variance Analysis by Directorate

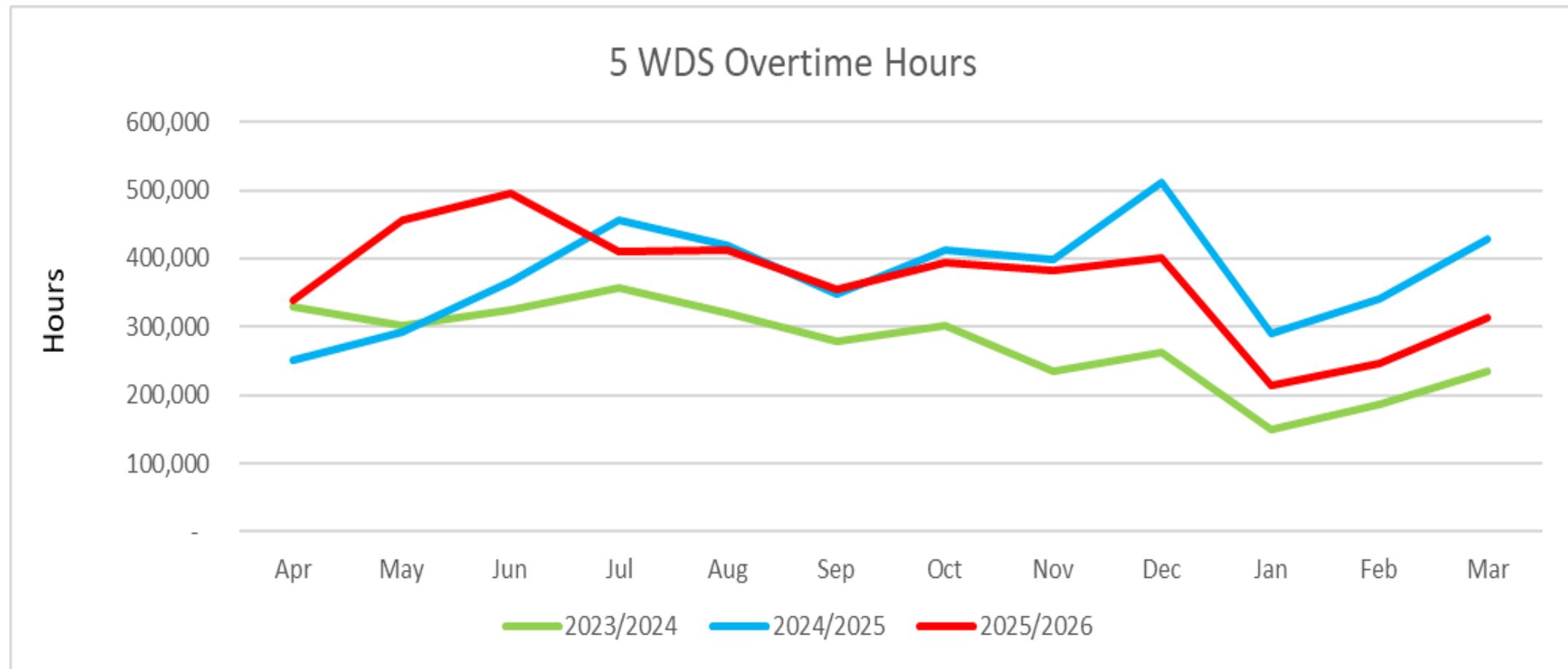


Wholetime

Year to Date (YTD)	Forecast
Currently £113,000 underspent, representing 0.1% of budget.	Forecast to be £226,000 underspent, representing 0.1% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – due to current under-establishment and the 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: <ul style="list-style-type: none"> 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. 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 for the remainder of the year.
YTD Overspends: <ul style="list-style-type: none"> 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 earlier political visits. 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 P/H – increased number of payments over Christmas and New Year. 	



5 WDS Overtime

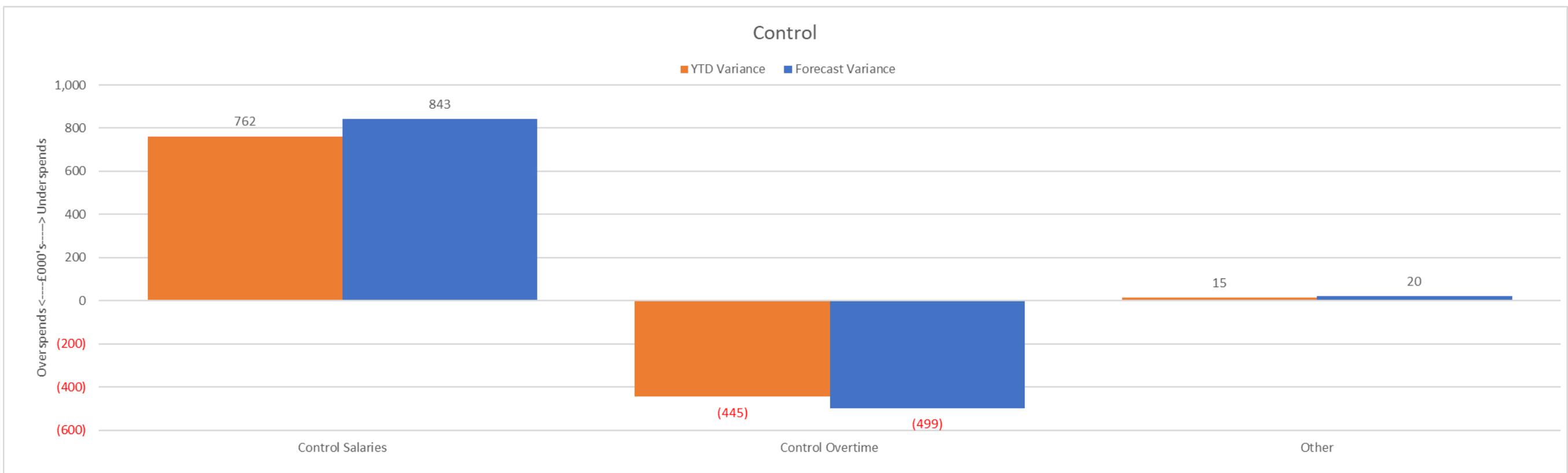


The chart above shows the costs of overtime relating to maintaining the requirements of the 5 Watch Duty System (at current prices) over the last two years and the forecast for 2025/26.

The overtime in the last eleven 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 compared to current modelling, as witnessed in February 2026. This was significantly lower than expected based on previous year's trend.

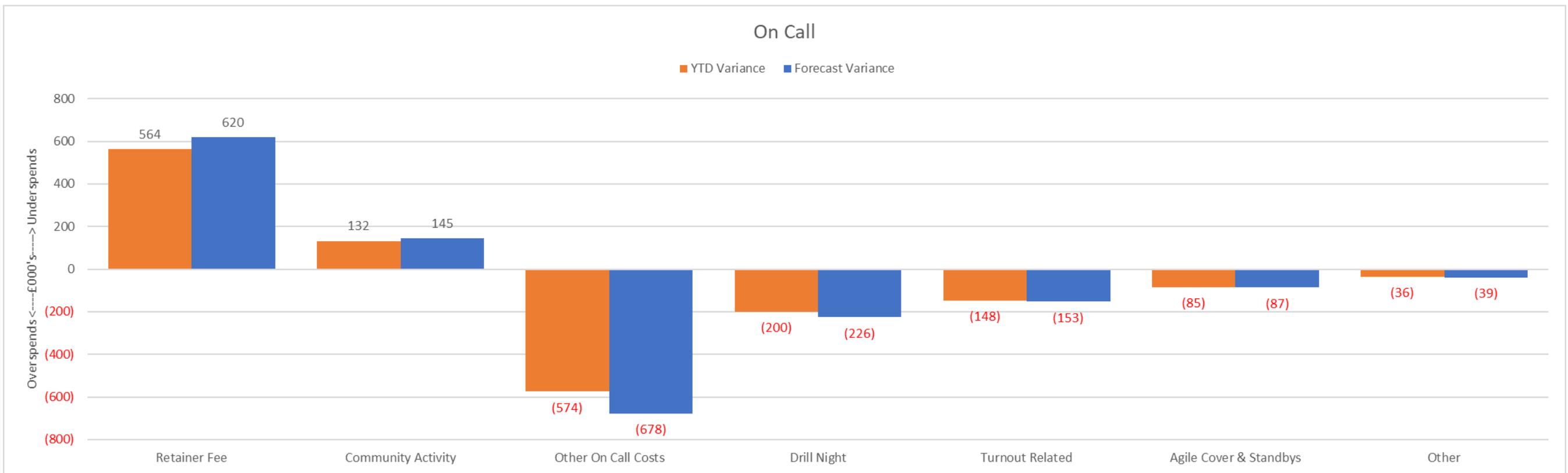
Control

Year to Date (YTD)	Forecast
<p>Currently £332,000 underspent, representing 4.4% of budget.</p>	<p>Forecast to be £364,000 underspent, representing 4.4% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> 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. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> 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.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence. 	



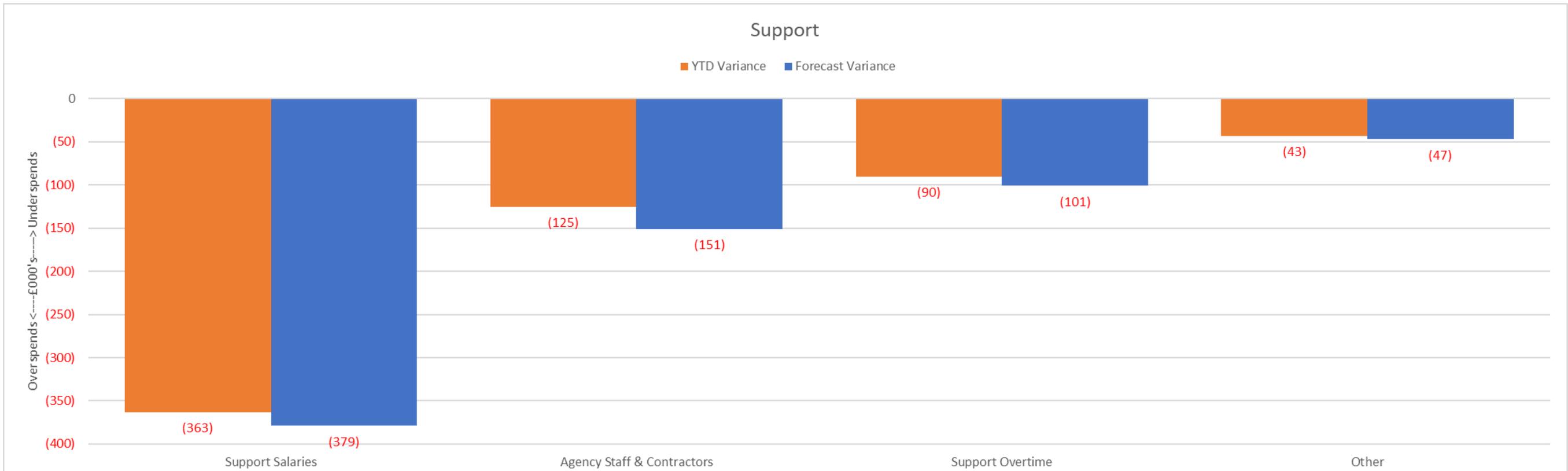
On Call

Year to Date (YTD)	Forecast
Currently £347,000 overspent, representing 1.1% of budget.	Forecast to be £418,000 overspent, representing 1.2% of budget.
YTD Underspends: <ul style="list-style-type: none"> • Retainer Fees – vacancies. • Community Activity – lower demand than budgeted due to other operational activity. 	Changes in Financial Position: <ul style="list-style-type: none"> • Retainer Fees – the forecast is based on current staffing levels. • Other On Call Costs – the forecast for National Insurance reflects the reduction in turnouts and the predicted saving in both community activity and retainer fees. • Turnout Related – On Call operational activity levels are forecast, for future months, to be at budgeted levels, unless significant events, such as wildfires or flooding, occur. • Other – administrative and maintenance activity in later part of financial year, as unable to be undertaken during wildfire period at start of the financial year.
YTD Overspends: <ul style="list-style-type: none"> • Other On Call Costs – National Insurance costs relating to additional activity and the reduced threshold level that came into effect in April 2025. On Call staff working more than 42 hours in a week are now incurring excess hours at overtime rates. • Drill Nights – due to increase in duration from 2 to 3 hours in several areas. • Turnout Related – increased operational activity during the first half of the financial year. • 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 wholtime appliances. • Other – increased activity. 	



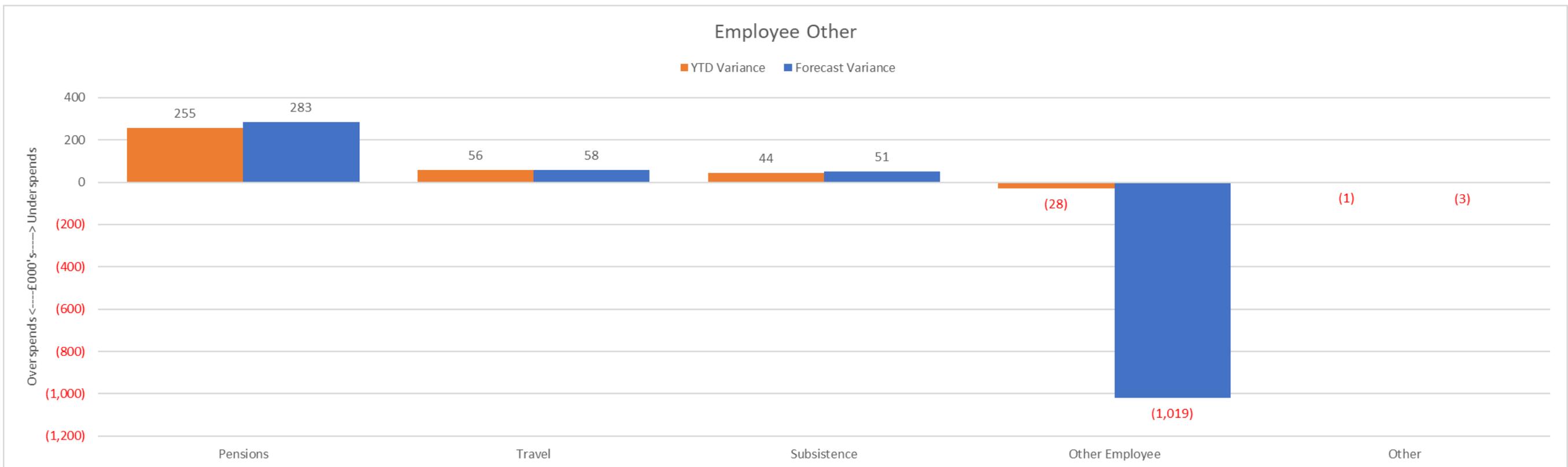
Support

Year to Date (YTD)	Forecast
Currently £621,000 overspent, representing 1.6% of budget.	Forecast to be £678,000 overspent, representing 1.6% of budget.
YTD Underspends: <ul style="list-style-type: none"> Salaries – vacancies. Agency Staff & Contractors – unable to facilitate requested development work. Support Overtime – the use of overtime to support Health & Wellbeing recovery plan has been lower than anticipated. 	Changes in Financial Position: <ul style="list-style-type: none"> 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 is now expected to continue for the full financial year, and additional placement fees are forecast. Support Overtime – overtime to support the Health & Wellbeing recovery is no longer required. Demand for Fleet overtime is forecast to continue at current levels.
YTD Overspends: <ul style="list-style-type: none"> 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. 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. 	



Other Employee

Year to Date (YTD)	Forecast
<p>Currently £326,000 underspent, representing 4.3% of budget.</p>	<p>Forecast to be £629,000 overspent, representing 7.2% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> • Pensions – less than expected ill-health retireals. • Travel – travel demand has been less than expected. • Subsistence – fewer foundation entry trainees required accommodation and lower demand due to delay in operational courses. • Other employee – fewer relocation cost claims than anticipated. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> • Travel – demand is forecast to rise in operational areas to support planned staff development days. • Subsistence – incident catering is not forecast to continue at current levels. Subsistence bookings unit costs increase reflecting seasonal demand. • Other Employee – the forecast includes the impact of changes to the roster calendar and the predicted effect this has on changes to the year-end holiday pay accrual calculation.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> • Subsistence – increase in subsistence bookings due to higher unit prices across the sector. • Other employee – apprenticeship levy charge has increased based on current salary expenditure and the requirement to pay redundancy costs. 	



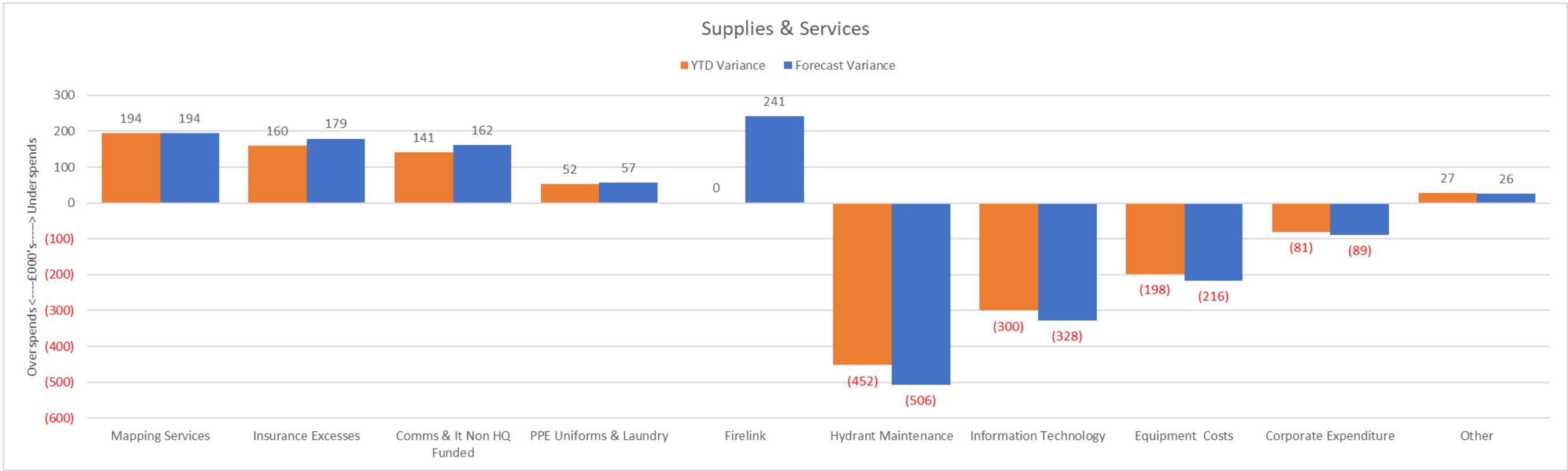
Property

Year to Date (YTD)	Forecast
Currently £863,000 underspent, representing 2.8% of budget.	Forecast to be £799,000 underspent, representing 2.4% of budget.
YTD Underspends: <ul style="list-style-type: none"> Utilities – reduced consumption and structured engagement with suppliers over the financial year. Cleaning – refund in relation to soft facilities management contract. Other – replacement of water coolers with plumbed units and savings in rates. 	Changes in Financial Position: <ul style="list-style-type: none"> Other Property Costs – anticipated rise in costs linked to general operational needs.
YTD Overspends: <ul style="list-style-type: none"> Property Repairs & Maintenance – costs incurred to maintain ageing estate. 	



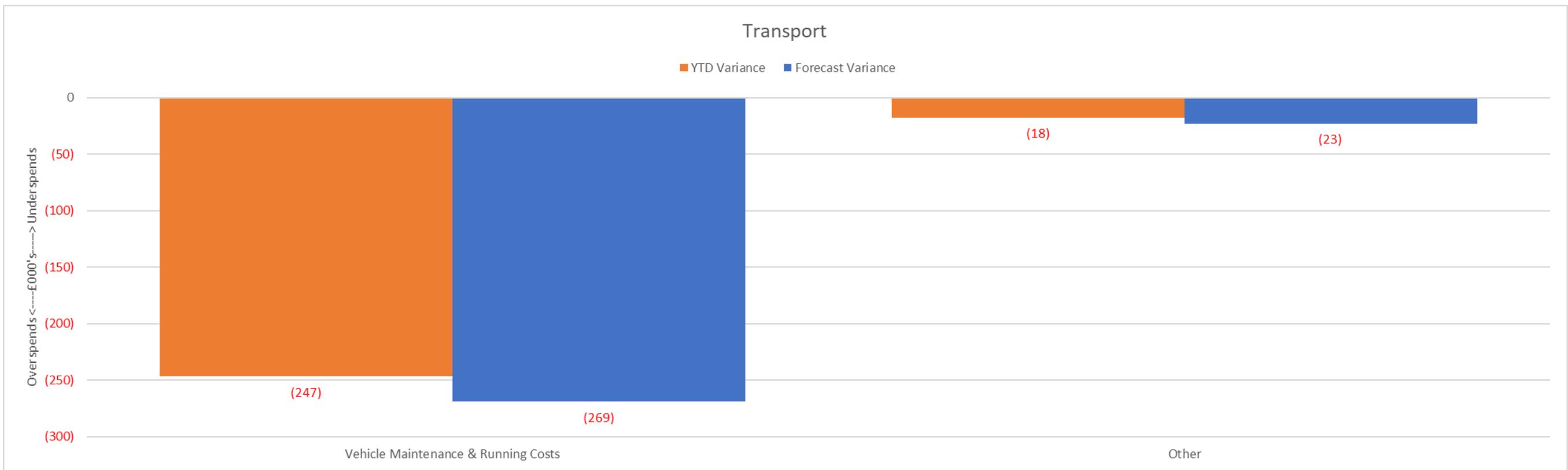
Supplies & Services

Year to Date (YTD)	Forecast
<p>Currently £457,000 overspent, representing 2.2% of budget.</p>	<p>Forecast to be £280,000 overspent, representing 1.2% of budget.</p>
<p>YTD Underspends:</p> <ul style="list-style-type: none"> • Mapping Services – change in charging method from fixed charge to actual usage. • Insurance Excesses – fewer insurance claims have arisen than anticipated. • Comms & IT Non-HQ – delay in the In-Vehicle System (IVS) element of the ESMCP/IVS project has resulted in the current underspend. • PPE Uniforms & Laundry – savings in uniformed laundry due to an increase in condemned garments and age profile requiring new issue from capital. 	<p>Changes in Financial Position:</p> <ul style="list-style-type: none"> • Mapping Services – no further costs anticipated this year. • Comms & IT Non-HQ – further savings forecast resulting from the delays in the IVS element of the ESMCP/IVS project, offset by ongoing support to Rostering project. • Firelink – a successful legal challenge by the UK Government over the level of profits being made by the contract provider.
<p>YTD Overspends:</p> <ul style="list-style-type: none"> • Comms & IT Non-HQ – additional costs supporting Rostering project. • Hydrant Maintenance – due to third party supplier processing historical orders at a higher-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. • Corporate Expenditure – development of situational awareness application, continuing next financial year from external funding. 	



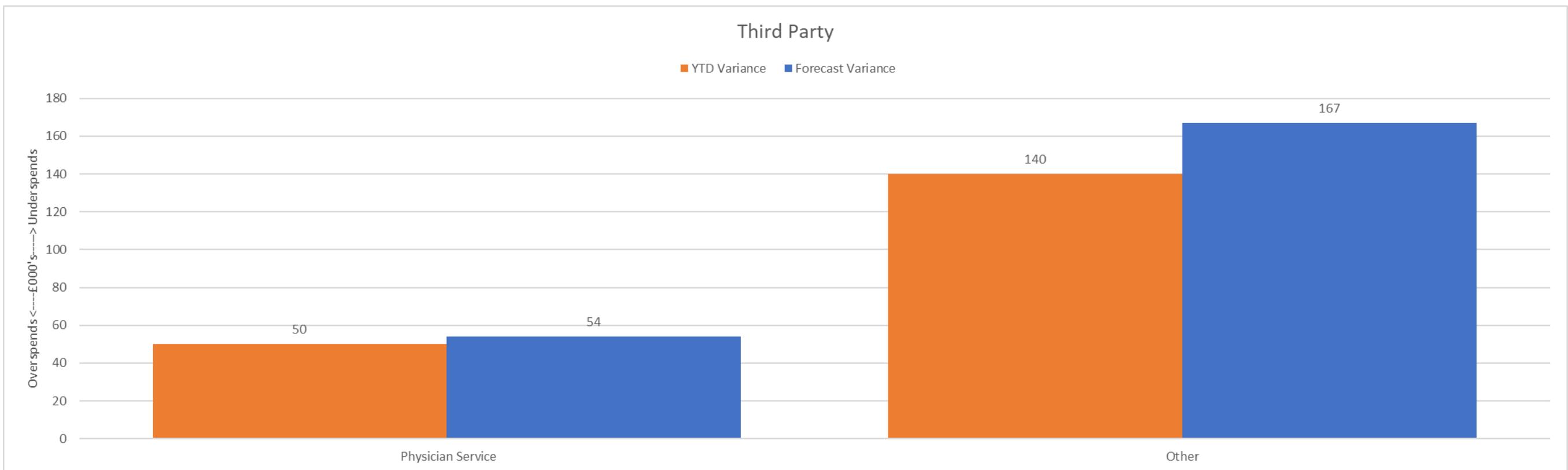
Transport

Year to Date (YTD)	Forecast
Currently £265,000 overspent, representing 5.1% of budget.	Forecast to be £292,000 overspent, representing 5.1% of budget.
YTD Underspends:	Changes in Financial Position:
YTD Overspends: <ul style="list-style-type: none"> Vehicle Maintenance & Running Costs – increased demand due to ageing fleet and higher than budgeted price increases. 	



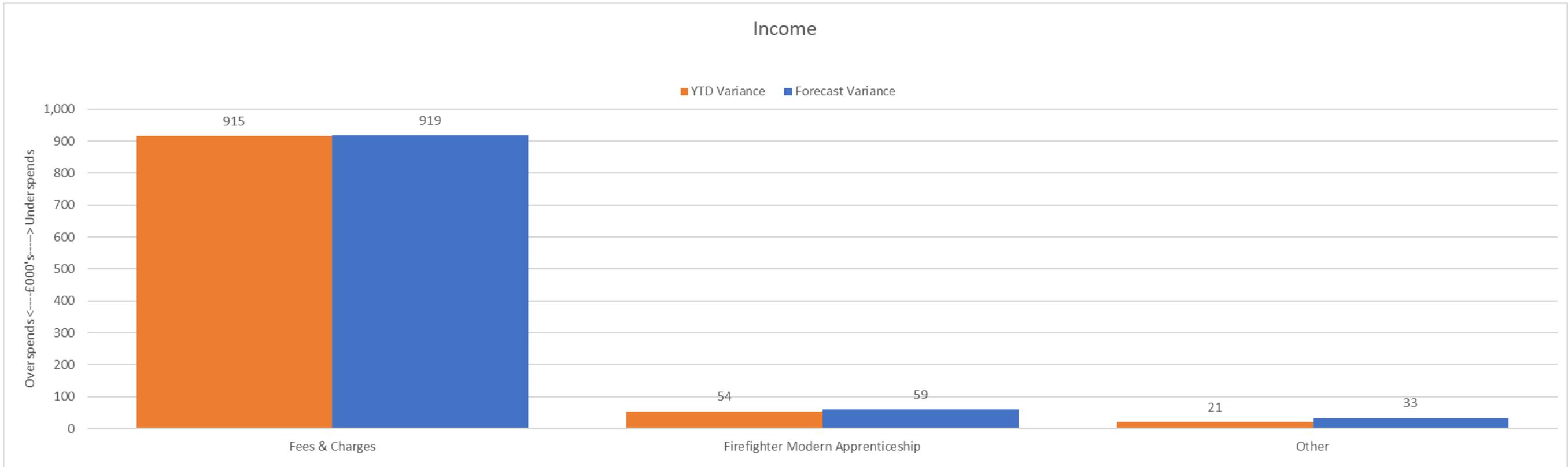
Third Party Payments

Year to Date (YTD)	Forecast
Currently £190,000 underspent, representing 9.1% of budget.	Forecast to be £221,000 underspent, representing 9.0% of budget.
YTD Underspends: <ul style="list-style-type: none"> Physician Service – actual activity less than anticipated levels. 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. Fire Board Costs due to current vacancy. 	Changes in Financial Position:
YTD Overspends:	



Income

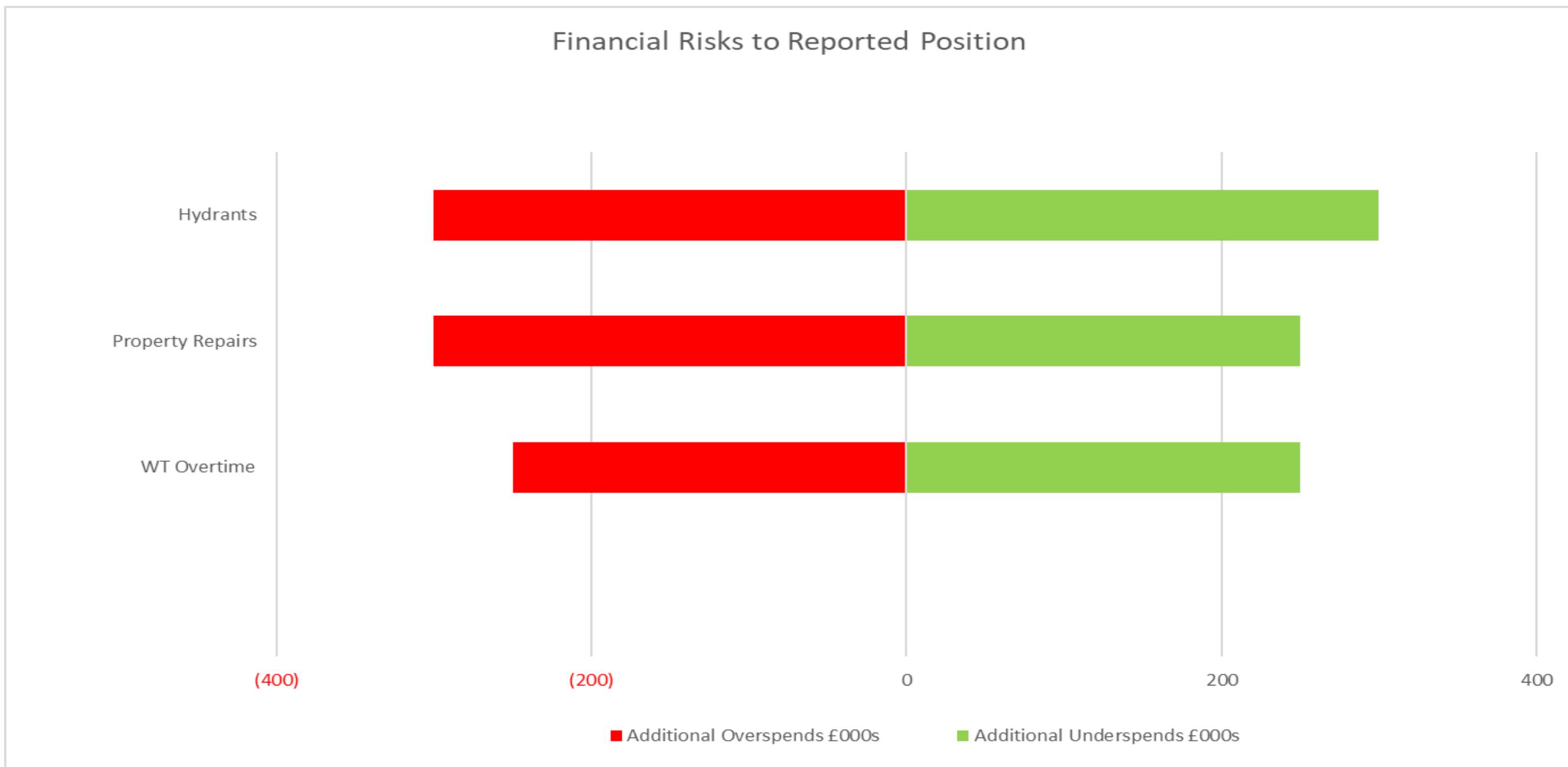
Year to Date (YTD)	Forecast
Currently £990,000 over recovered, representing 80.8% of budget.	Forecast to be £1,011,000 over recovered, representing 55.9% of budget.
YTD Over – Recoveries: <ul style="list-style-type: none"> Fees & Charges – settlement in relation to a successful legal claim, extra income within operational delivery areas for attending chargeable events, sale of obsolete equipment, biomass income and refund from HMRC. Firefighter Modern Apprenticeship – claiming extra modern apprenticeship income as cap increased. 	Changes in Financial Position: <ul style="list-style-type: none"> 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
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 February 2026, 100 firefighters have confirmed retiral dates for 2025/2026. This equates to 68% of budgeted retrials for the year. Any divergence from expected retiral profile is updated in our forecast and budget assumptions.	People / FCS	None, current attrition and recruitment included in forecast.	Ongoing
WTFF 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 2nd July 2025. Tier 2 rules implemented (Aug 2025) with measurable reductions in overtime. A structured evaluation point set for March 2026 to determine continuation, modification or escalation of controls based on availability metrics.	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 process on current recruitment with all stages being reviewed and signed off by SLT. Appointments currently made on a fixed term basis.	SLT	£0.1m	Ongoing
Hydrant Maintenance – Overspend	Escalated engagement with supplier's senior management to reform SLA and reduce backlog. New joint action plan expected Jan/Feb 2026 with monthly monitoring thereafter.	Discussions have taken place with 3rd party to review several actions with the intent to improve collaboration. Meeting delayed from December 2025 and awaiting confirmation of new date.	Prevention	£0.4m	Ongoing

Estimated Range of Risks to Reported Financial Position



Total Overspend Risk to Reported Position £000	Total Underspend Risk to Reported Position £000
£(850)	£800

High Impact Risks

- None identified at this point.

Medium Impact Risks

Hydrants

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

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.

WT Overtime

- 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

- None identified at this point.

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
<u>Utilisation of Contingency</u>	
April to January	(15)
<u>February</u>	
No movement	
<i>In Year Movement</i>	(15)
<i>Current Contingency Fund</i>	930

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
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 non-essential 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
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
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 at the December 2025 meeting, with actions to prioritise statutory and critical repairs, strengthen contractor performance controls. On track to spend £4.6m.	Asset Management	£0.5m	Complete
Net Expenditure	Review of current YTD underspends by account line to identify opportunities to reduce future expenditure.	Budget holders instructed (Nov 2025) to limit spend to essential categories only. Compliance tested through monthly FBP challenge sessions with evidence-based controls now embedded.	SLT	No significant opportunities identified to date.	Complete

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/FCS/05-26

Agenda Item: 16

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE																			
Meeting Date:	26 MARCH 2026																			
Report Title:	CAPITAL MONITORING REPORT 2025/26 – FEBRUARY 2026																			
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY																		
		For Reports to be held in Private																		
		Specify rationale below referring to <u>Board Standing Order 9</u>																		
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<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 28 February 2026.																			
2	Funding																			
2.1	The Budget (Scotland) Bill, passed by the Scottish Parliament on 25 February 2025, set Capital DEL funding for the Scottish Fire & Rescue Service (SFRS) at £47.0m (rounded) for 2025/26.																			
2.2	As part of the Spring Budget Review (SBR), confirmation has been received of an additional £1.285m in Capital DEL funding from the Scottish Government. This allocation comprises £0.913m for the ESN Connect project and £0.372m for the ESMCP project, both within DATS. As a result, the revised Capital DEL funding for 2025/26 now stands at £48.285m.																			
2.3	Since the start of this financial year, a number of non-operational vehicles have been disposed of. The Net Book Value of these assets, totalling £0.152m, have been re-invested into the Light Fleet Vehicles budget and is expected to be fully spent this financial year.																			
2.4	No additional capital receipts from non-operational properties are expected in 2025/2026.																			
2.5	The total capital funding for the financial year is £48.437m, as shown in the table below:																			
	<table border="1"> <thead> <tr> <th>Funding Source</th> <th>Budget £000s</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Capital DEL</td> <td>48,285</td> <td>99.7%</td> </tr> <tr> <td>Capital Receipts</td> <td>152</td> <td>0.3%</td> </tr> <tr> <td>TOTAL FUNDING</td> <td>48,437</td> <td>100%</td> </tr> </tbody> </table>								Funding Source	Budget £000s	%	Capital DEL	48,285	99.7%	Capital Receipts	152	0.3%	TOTAL FUNDING	48,437	100%
Funding Source	Budget £000s	%																		
Capital DEL	48,285	99.7%																		
Capital Receipts	152	0.3%																		
TOTAL FUNDING	48,437	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 £000s	Expenditure £000s					
		Spend in Progress			Forecast to Year End	Full Year Forecast	Variance to Budget
		Committed	Received	Paid			
Property Major Works	11,415	5,191	25	4,972	991	11,179	(236)
Property Minor Works	9,093	2,284	513	6,512	19	9,329	236
Vehicles	10,698	7,816	0	2,549	363	10,729	31
Digital and Technology	10,785	1,628	90	6,607	2,430	10,754	(31)
Operational Equipment	6,446	1,058	23	4,666	700	6,446	0
TOTAL EXPENDITURE	48,437	17,977	651	25,306	4,503	48,437	0
Percentage of Budget	100.0%	37.1%	1.3%	52.2%	9.3%	100.0%	0%

3.2 Financial Position Summary – February 2026:

- The actual and received capital expenditure to date is £25.957m (53.5%) with a further £17.977m (37.1%) of committed expenditure.
- The current capital forecast for 2025/2026 matches the approved budget of £48.437m.
- Carried forward expenditure from the prior year is included within the forecasts.
- Budget virements implemented during period 11 are detailed in Appendix A (Page 4).

3.3 Project Status Summary – February 2026:
A summary assessment has been carried out across each budget area, evaluating current progress against **Milestone**, **Budget** and **Risk** RAG criteria. The following tolerances have been applied to ensure a consistent and transparent approach to rating project performance and identifying any emerging delivery or financial risks.

Milestone RAG Status Tolerances	Budget RAG Status Tolerance	Risk RAG Status Tolerance
 No delays to project – Green	No budget decision to be made - Green	Low or no significant risks identified – Green
 Delays expected but project will still complete by year end – Amber	In the process of taking budget actions. no concerns at present – Amber.	Some risks emerging but manageable within existing plans – Amber
 Delays expected to roll forward into next financial year – Red	Unresolved budget issues in the year – Red	High or escalating risks likely to impact delivery – Red

3.3.1 **1. Property Major Works**

	Milestone RAG	Budget RAG	Risk RAG	Still to Spend (£m)
Property Major Works				£6.207

The overall **Milestone RAG** for Property Major Works remains **Amber**. Dalkeith and Liberton continue to report Red, as neither construction contract is expected to conclude this financial year, as originally planned. Initial discussions with Hub South-East on the delivery of the new Dalkeith Fire Station have progressed and will continue over the coming weeks. A final price for Liberton has now been submitted and is currently undergoing scrutiny and assessment prior to contract conclusion.

The Portree project is also Red, with the land purchase now expected to move into 2026/27. An additional parcel of land is required as a condition of Planning Permission in Principle (PPiP), and the current landowners (Housing Association) Board, will not meet again until into the new financial year.

The **Budget RAG** remains **Green**. Following refinement of several project timescales, a forecast underspend of £0.236m has been identified within this category. This underspend is being fully offset by a corresponding £0.236m overspend within Property Minor Works. Given the ongoing uncertainty around the progress and timing of some projects, these two

budgets will continue to be managed together for the remainder of the financial year and are currently expected to balance overall.

The **Risk RAG** is rated as **Amber** overall, acknowledging exposure to dependency risks associated with third-party delivery timescales. This includes the land acquisitions for Stewarton and Huntly which are currently rated as Red, given the challenges in concluding these purchases before 31 March. In addition, schedule-related risks, specifically on the Training Estate projects, have the potential to create significant programme impact and have also been assessed as Red. These risks continue to require active monitoring.

3.3.2 **2. Property Minor Works**

	Milestone RAG	Budget RAG	Risk RAG	Still to Spend (£m)
Property Minor Works				£2.817

Property Minor Works continues to report a **Green Milestone RAG**, with activity progressing well across both the Minor Works and Decarbonisation / Environment projects.

The **Budget RAG** also remains **Green**. While an overspend of £0.236m is currently forecast, this will be offset by the underspend within Property Major Works.

The overall **Risk RAG** for Property Minor Works is assessed as **Green**. Delivery across both the Minor Works Programme and the Decarbonisation / Environment workstreams is on track, and no immediate areas have been identified.

3.3.3 **3. Vehicles**

	Milestone RAG	Budget RAG	Risk RAG	Still to Spend (£m)
Vehicles				£8.179

The overall **Milestone RAG** remains **Amber**, due to the Control Units / New Dimensions Assets (DIM) and Aerial Ladder Platform (ALP) projects, which have a Red Rag status. Although progress has been made, earlier procurement delays mean delivery of both projects has moved into 2026/27. For the DIM vehicle project, the contract has been awarded; however, only the first-stage payment is expected to be achieved before year-end. Tender evaluations for the ALPs has confirmed that none of the bidders can supply the required chassis within the current financial year.

The Vehicles Programme is reporting a **Green Budget RAG** status. The previously anticipated Stage 2 (30%) and Stage 3 (10%) payments for the DIM vehicle project will not fall within 2025/26, resulting in £0.140m being redirected to other priority projects within the Light Fleet line. Additionally, procurement support from Scotland Excel has increased the forecast outturn by £0.035m. This cost pressure will be offset through underspends identified within DATS and NMS, enabling the overall Budget RAG to remain **Green**.

The **Risk Rag** is also rated as **Green**. Several vehicle deliveries are scheduled throughout March, and all are currently expected to arrive as planned. For Frontline Appliances in particular, any delay could have a significant impact on the programme. At this stage, no immediate risks or areas of concern have been identified.

3.3.4 **4. Digital and Technology Services**

	Milestone RAG	Budget RAG	Risk RAG	Still to Spend (£m)
DATS				£1.857

DaTS is reporting an **Amber Milestone RAG**. While the majority of DaTS projects remain on track and continue to hold a Green RAG status, the overall position is driven by the Red status of the ESMCP / ESN projects, reflecting the ongoing delays to project delivery. The forecast number of installations for ESN has reduced from 76 to 52.

The overall **Budget RAG** has been assessed as **Green**, given the majority of DaTS projects continue to report a Green Budget RAG. Within the ESN Connect project, a further underspend of £0.056m has been identified in Period 11, reflecting the reduction in installations. DaTS has mitigated this by accelerating activity from 2026/27, ensuring the programme remains on track. A small underspend of £0.011m remains and this will be used to partially offset an overspend within Vehicles of £0.031m. The ESN Connect project remains rated Amber, pending confirmation that the revised programme schedule is achievable by 31 March 2026.

The **Risk RAG** for DATS is **Amber**, reflecting the dependency on confirmation that the revised ESN programme schedule can be delivered by 31 March 2026. Delivery activity has been delayed but is scheduled to restart the week commencing 16 March. Despite the slippage in installations, the delivery of the associated hardware remains on track. The position continues to be closely monitored.

3.3.5

5. NMS

	Milestone RAG	Budget RAG	Risk RAG	Still to Spend (£m)
NMS	●	●	●	£2.290

The **Milestone RAG** remains **Amber**, reflecting ongoing pressure on delivery timelines for CAD. Significant configuration work is still required to support Site Acceptance Testing (SAT), User Acceptance Testing (UAT) and final Go-Live, all of which continue to place pressure on the programme schedule. Despite these challenges, the November 2026 deadline is still expected to be met.

The **Budget RAG** status for NMS is **Green**. An underspend of £0.020m has been identified, resulting from a delayed contractor start date for remote reconfiguration work. This underspend will be used to offset the corresponding overspend within Vehicles, maintaining the overall Green position.

The **Risk RAG** is assessed as **Amber**. Three payment milestones to the main contractor, totalling £1.6m, are now expected to fall into financial year 2026/27. As the majority of work will be completed before 31 March, these costs will be accrued into 2025/26. No other material risks to year-end delivery have been identified.

3.3.6

6. Operational Equipment

	Milestone RAG	Budget RAG	Risk RAG	Still to Spend (£m)
Operational Equipment	●	●	●	£1.781

Most projects continue to report a **Green Milestone RAG**. The SCBA Systems Upgrade / Replacement Project is reporting Amber, due to earlier delays in recruiting a Project Manager and 2 Watch Commanders. Both Watch Commanders are now in post, and the Project Manager has been successfully appointed and is scheduled to commence in April 2026. With these resourcing constraints now resolved and no impact expected on wider delivery timelines, the overall Milestone RAG is Green.

Underspends of £0.180m within the SCBA Systems Upgrade / Replacement Project and £0.175m within the DIM Vehicle Equipment project will be offset by £0.355m of Operational Equipment expenditure brought forward from 2026/27. The position will continue to be managed within the overall programme budget, and the **Budget RAG** status remains **Green**.

The **Risk RAG** for Operational Equipment is assessed as **Amber**. While most projects have no immediate risks identified and remaining deliveries are scheduled to complete throughout March, PPE stock levels are currently higher than the 2024/25 closing balance. This will continue to be monitored closely as we approach year-end; however, the final position

remains dependant on the timing of outstanding orders and usage levels, both of which are difficult to predict.

3.4 The following table summarises the main risks currently impacting forecast delivery, as detailed in the individual budget areas above, including a brief explanation of their potential effect on cost and delivery timelines. **These projects remain under close review.**

Budget Area	Project Description	Still to Spend £m (to achieve forecast)	Risk RAG	Explanation
Property - Major Works	Stewarton Fire Station	0.415	Red	Risk of delayed conclusion of sale (€0.385m).
Property - Major Works	Huntly Fire Station	0.338	Red	Risk of delayed conclusion of sale (€0.245m).
Property - Major Works	Training Estate	2.938	Red	Risk of delays to delivery schedules for Perth (planned 23 March) and Dregghorn (planned 26 March). Any slippage could materially impact year-end spend.
Vehicles	Frontline Appliances	4.580	Yellow	Delivery expected ahead of 31 March 2026. Inspections for units 11-20 are due in the final week of March. Fifteen chassis are expected in the UK by mid-March and payable before month-end. All activity remains on track, but any delay could significantly affect current-year spend.
DaTS	ESN Connect	0.760	Red	Further installation delays could increase underspend. Risk of non-delivery of RS devices will reduce once delivery to secure storage commences week beginning 03/03/26. Vesting agreement to be finalised prior to legal ownership.
NMS	New Mobilising System	2.290	Yellow	Three payment milestones totalling £1.6m are forecast for P12. Approximately 95% of work will be completed by year-end, but invoices are likely to be paid in April 2026. As long as works are complete, accruals will be posted to 2025/26.
Operational Equipment	PPE	0.449	Yellow	PPE stock levels are currently above the 2024/25 closing balance. This will continue to be monitored closely as year-end approaches; however, the final position will depend on the timing of outstanding orders and usage levels, both of which remain difficult to predict.
TOTAL		11.770		

3.5 The budget RAG status for the financial year reflects how closely financial performance aligns with planned budgets and key deadlines. While all areas are currently rated Green, a significant portion of the budget still requires action: £4.503m (9.3%) remains uncommitted, and a further £17.977m (37.1%) of committed spend must be delivered before year-end. Finance & Contractual Services will continue to work closely with Service Delivery colleagues to ensure these commitments are confirmed and fully achieved.

3.6 Where required, budget virements will be actioned to align budgets to the expected forecasts and to support a continued Green RAG status.

3.7 Appendix A provides a detailed breakdown of the Capital financial position, including RAG Analysis, at this stage in the financial year.

3.8 The following Actions are now planned:

- Spend will continue to be closely monitored as we approach the end of the financial year.
- Mitigation plans and alternative project proposals within the Capital Programme are being maintained to provide flexibility in responding to any emerging variations. Given the limited time remaining to 31 March 2026, the range of viable alternatives is now limited.
- Continue to engage with our supply chain to confirm available capacity and identify opportunities to expedite further minor works projects in the event that additional budget becomes available.

4 Recommendation

4.1 The Board is asked to scrutinise the report.

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	Risk
5.2.1	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	Financial
5.2.1	Financial implications are detailed within the report.
5.3	Environmental & Sustainability
5.3.1	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	Workforce
5.4.1	SFRS employees will benefit from this investment in our asset base.
5.5	Health & Safety
5.5.1	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 5.6.1	Health & Wellbeing No Health & Wellbeing implications identified.
5.7 5.7.1	Training The capital programme includes significant investment in training facilities.
5.7.2	Training requirements associated with the introduction of new assets are identified and coordinated through the relevant project boards, with oversight provided by the Service Delivery Board.
5.7.3	In line with Accounting Standards, any training required to support the implementation of new assets will be funded through Resource, ensuring compliance and appropriate capability ahead of deployment.
5.8 5.8.1	Timing This report covers the period up to 28 February 2026 and known events following the period end.
5.9 5.9.1	Performance Total forecast expenditure is expected to be in line with the budgeted figure of £48.437m.
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 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	Equalities EHRIA completed Yes /No. There are no specific Equalities implications associated with this report. The development of any new build fire stations will be in line with the Service's approved Standards of Station Design which has been subject to an EHRIA.
5.14 5.14.1	Service Delivery Capital investment in property, digital and technology, vehicles and equipment is required to maintain and improve service delivery capabilities. The introduction of new assets is closely coordinated between Asset Management, DaTS, Training and local service delivery areas.
5.14.2	Any delays in capital expenditure have implications on their Milestone RAG status and for service delivery in the timing of new assets becoming available for operational use. There is currently no operational impact from the progress of the capital programme at this stage in the financial year.
6	Core Brief
6.1	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 28 February 2026.
6.2	It is currently anticipated that that that the budget of £48.437m will be spent out by 31 March 2026.

7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Deborah Stanfield, Interim Director of Finance & 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 Strategic Leadership Team agree actions to ensure we manage the financial position within agreed financial parameters.
8	Appendices/Further Reading	
8.1	Appendix A – Capital Monitoring Report – Strategic Leadership Team – February 2026	
Prepared by:	Caroline Adams, Deputy Accounting Manager	
Sponsored by:	Deborah Stanfield, Director of Finance and Contractual Services	
Presented by:	Deborah Stanfield, Director of Finance and Contractual Services	
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
<i>Strategic Leadership Team</i>	<i>19 March 2026</i>	<i>For Scrutiny / Information</i>
<i>SFRS Board</i>	<i>26 March 2026</i>	<i>For Scrutiny</i>

Capital Monitoring Report

February 2026

Content

- Full Year Actuals/Forecast v Budget by Category
- Year to Date Budget Virements
- 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 – February 2026

Full Year Actuals/Forecast v Budget by Category

Category	Original Budget	Virements	Revised Budget	Actual			Forecast	Total	Variance to Budget	Variance (%)	RAG STATUS		
				Q1	Q2	Q3	Q4				Milestone RAG	Budget RAG Status	Risk RAG Status
				Apr-Jun	Jul-Sept	Oct-Feb	Mar						
Property Major Works	14,800	(3,385)	11,415	265	1,271	3,436	6,207	11,179	236	2%			
Property Minor Works	8,683	410	9,093	191	2,570	3,751	2,817	9,329	(236)	(3%)			
Vehicles	8,959	1,739	10,698	404	143	2,002	8,180	10,729	(31)	0%			
Digital and Technology	10,826	(41)	10,785	479	978	5,150	4,147	10,754	31	0%			
Operational Equipment	3,732	2,714	6,446	566	884	3,216	1,780	6,446	0	0%			
Total Expenditure	47,000	1,437	48,437	1,905	5,846	17,555	23,131	48,437	0	0%			
Cumulative Total				1,905	7,751	25,306	48,437						

Capital Monitoring – February 2026

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), Kilmarnock (£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 (£2.465m) and Operational Equipment (£0.510m). Net movement at Period 11 – £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 Cowaddens. Net movement at Period 11 – £0.410m increase.
Vehicles	8,958	1,739	10,698	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. Virements in Period 9: £0.522m transferred from NMS to Light Fleet, £0.200m transferred from DATS to Light Fleet and internal transfer of £0.007m from Light Appliances to Light Fleet. Virements in Period 10: Transferred £0.943m to Light Fleet from ALP's (£0.652m), Frontline Appliances (£0.170m), New Dim Assets (£0.047m), Fleet Project Staff Costs (£0.117m) and Technical Rope Rescue Units (£0.021m) less £0.064m to Vehicle Lease Capitalisation; £0.048m addition funded by Capital Receipts. Virements in Period 11: £0.025m addition funded by Capital Receipts. Net movement at Period 11 – £1.739m increase.
Digital and Technology	10,826	-41	10,785	Internal virement in Period 2 with £0.098m vired from Replacement & Upgrade of Audio Visual kit (£0.049m) and Server Infrastructure (£0.049m) 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 1 Disaster Recovery (£0.020m) to Systems Infrastructure (£0.060m), in Vehicle Systems (£0.020m) and Operational Mobilisation (£0.090m). Virements in Period 6: £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). Virements in Period 9: £0.522m transferred from NMS to Light Fleet, £0.200m transferred from DATS to Light Fleet. Internal Virements in Period 9: £0.355m from ESN Connoset to PC's (£0.148m), AV kit (£0.108m), Systems Infrastructure (£0.019m) and Network Infrastructure (£0.080m) and £0.230m from ESMCP to In Vehicle Systems (£0.050m), Project Costs (£0.067m) and Ops Mobilisation (£0.113m). Net movement at Period 11 – £0.041m decrease.
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. Virements in Period 11: £0.060m transferred from Operational Equipment to Civitech. Net movement at Period 11 – £2.714m increase.
Total	47,000	1,437	48,437	
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		-152	-152	£0.079m added to Vehicles in Period 7. £0.048m added to Vehicles in Period 10. £0.025m added to Vehicles in Period 11.
Total	-47,000	-1,437	-48,437	

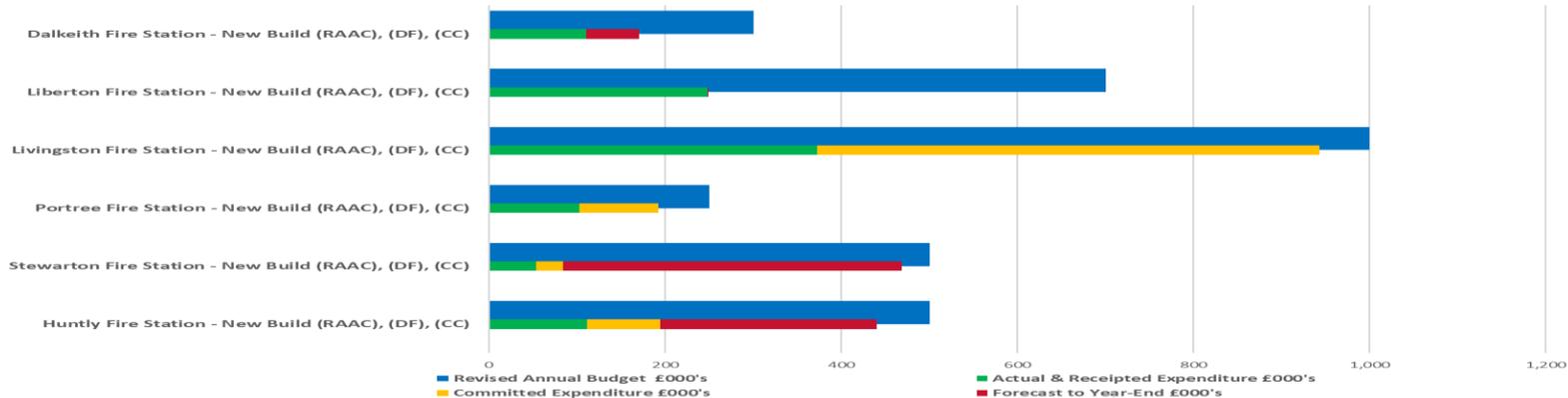
Property Major Works - RAAC

Progress in the month

- **Dalkeith Fire Station** - Project initiations have been undertaken with Hub South-east, allowing the next stage of development to progress.
- A price has now been submitted for the new build **Liberton Fire Station**. This is undergoing scrutiny and assessment prior to conclusion of contract.
- Planning permission in principle has been secured for both **Portree** and **Stewarton** Fire Stations.

Progress anticipated in coming months

- Finalise construction contract for **Dalkeith Fire Station**, to enable works to commence.
- Commencement of relocation, demolition and construction to begin at **Liberton Fire Station** in the next financial year, subject to contract agreement.
- Complete site acquisitions for **Stewarton and Huntly Fire Stations**, programmed for mid-March 2026, and **Portree** early in 2026/27.



Milestone RAG

- 3 of the 6 major RAAC projects are rated Red, 2 are Amber, and 1 is Green, giving an overall Red RAG status. Dalkeith and Liberton remain Red, as neither construction contract is expected to be concluded this financial year. The Portree land purchase will also move into 2026/27, as an additional area of land is required as a condition of PPIP and the Housing Association Board will not meet again until April. Land purchases for Stewarton and Huntly continue to face challenges, resulting in both projects remaining Amber.

Deviation from Budget RAG

- Following the refinement of project timescales, a forecast underspend of £0.827m has been identified across the 6 RAAC projects. This is partially offset by a forecast overspend of £0.591m within the Major Works – Other category, together with an overspend within Property Minor Works of £0.236m. Overall, these movements remain manageable, and the Budget RAG status therefore remains **Green**.

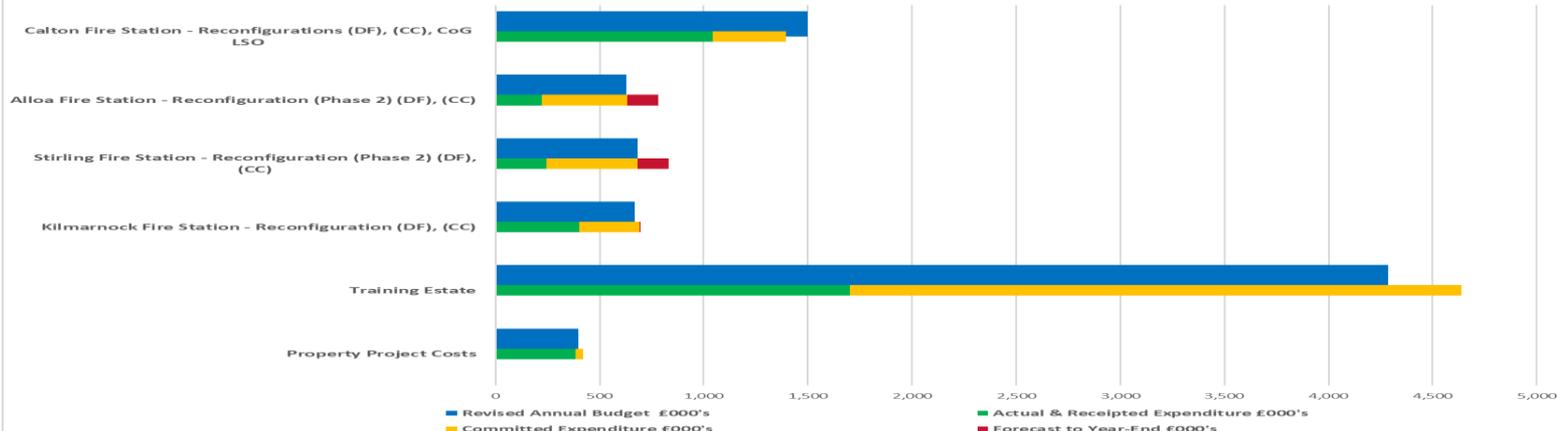
Property Major Works - Other

Progress in the month

- Dignified Facilities & Contaminate Control works are now complete at **Calton Fire Station**, which has been reoccupied.
- The contract for **Kilmarnock Fire Station** has been signed, and the main construction works are now underway.
- Construction works have also commenced at **Stirling and Alloa Fire Stations**.
- Within the **Training Estate**, good progress continues to be made with the CFBT replacements at Perth and Stornoway and the Dreghorn smoke-capture system.

Progress anticipated in coming months

- **Conclude the remaining works at Calton Fire Station**, including the relocation of Area HQ staff, and begin the car park improvement works scheduled to start in late March and continue through to summer.
- Secure planning permission and commence on-site 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 car park works slipping into 2026/2027 as a result of a delay in the handover. 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 status remains **Green**. A forecast overspend of £0.591m has been identified, which will partially offset the underspend of £0.827m within the Property Major Works – RAAC category.

Property Major Works RAAC – RAG Status

Project Description	Still to Spend (to achieve forecast)	Milestone RAG Status	Milestones for Current Financial Year	Budget RAG Status	Deviation from Revised Budget	Risk RAG Status	Risk RAG Explanation
Dalkeith Fire Station - New Build (RAAC), (DF), (CC)	60,126	Red	Conclusion of construction contract and commencement of works. Project initiation with Hub South East undertaken. Conclusion of the construction contract is now expected in July, with works commencing shortly thereafter.	Yellow	Expected spend will be less than current budget allocation. Spend to be managed within Property programme overall.	Green	Only fee draw downs expected for the remainder of the year; no immediate delivery risks identified.
Liberton Fire Station - New Build (RAAC), (DF), (CC)	-23,317	Red	Secure planning permission, conclusion of construction contract and commencement of works. Submitted price now subject to scrutiny and assessment prior to conclusion of contract. Commencement of relocations demolition and construction in next financial year.	Yellow	Expected spend will be less than current budget allocation. Spend to be managed within Property programme overall.	Yellow	Awaiting contract conclusion before staff relocation can progress; some schedule dependency risk. Position being monitored.
Livingston Fire Station - New Build (RAAC), (DF), (CC)	570,656	Green	Identification of preferred solution. Works to remediate Appliance bay progressing and design work for new modular accommodation solution in progress.	Yellow	Expected spend will be less than current budget allocation. Spend to be managed within Property programme overall.	Green	Works progressing to plan with no significant risks identified at this stage.
Portree Fire Station - New Build (RAAC), (DF), (CC)	83,733	Red	Site Purchase. Planning in Principle received, conclusion of sale delayed till next financial year due to landowners board diary	Yellow	Expected spend will be less than current budget allocation. Spend to be managed within Property programme overall.	Green	Expected spend reflects anticipated year end position - no outstanding risk as sale will not conclude this financial year.
Stewarton Fire Station - New Build (RAAC), (DF), (CC)	414,891	Yellow	Site Purchase. Planning in Principle received, conclusion of sale being progressed for mid March.	Yellow	Expected spend will be less than current budget allocation. Spend to be managed within Property programme overall.	Red	Expected spend reflects anticipated year end position - current risk in timeous conclusion of sale £385k
Huntly Fire Station - New Build (RAAC), (DF), (CC)	338,010	Yellow	Site Purchase. Planning in Principle received, conclusion of sale being progressed for mid March.	Yellow	Expected spend will be less than current budget allocation. Spend to be managed within Property programme overall.	Red	Expected spend reflects anticipated year end position - current risk in timeous conclusion of sale £245k

Property Major Works Other – RAG Status

Project Description	Still to Spend (in millions forecast)	Milestone RAG Status	Milestones for Current Financial Year	Budget RAG Status	Deviation from Revised Budget	Risk RAG Status	Risk RAG Explanation
Calton Fire Station - Reconfigurations (DF), (CC), CoG LSD	352,462	Yellow	Completion of DF/CC project and relocation of Area HQ staff. Station DF/CC complete, and station reoccupied. LSD Accommodation/Kitchen in progress for completion this financial year. Carpark will commence late March carrying through to summer. Kilbirnie House refurbishment being priced for delivery concurrent to car park.	Yellow	Expected spend will be less than current budget allocation. Spend to be managed within Property programme overall.	Green	Expected spend reflects anticipated year end position - no outstanding risk
Alloa Fire Station - Reconfiguration (Phase 2) (DF), (CC)	553,476	Green	Conclusion of construction contract and commencement of works. Works now in progress.	Yellow	Expected spend will be greater than current budget allocation. Spend to be managed within Property programme overall.	Green	Contract progressing well, no immediate risks identified.
Stirling Fire Station - Reconfiguration (Phase 2) (DF), (CC)	583,343	Green	Conclusion of construction contract and commencement of works. Works now in progress.	Yellow	Expected spend will be greater than current budget allocation. Spend to be managed within Property programme overall.	Green	Contract progressing well, no immediate risks identified.
Kilmarnock Fire Station - Reconfiguration (DF), (CC)	287,375	Green	Conclusion of construction contract and commencement of works. Works now in progress.	Yellow	Expected spend will be greater than current budget allocation. Spend to be managed within Property programme overall.	Green	Contract progressing well, no immediate risks identified.
Training Estate	2,937,927	Green	NTC Structural Collapse works are complete. CFBT Perth and Stornoway replacements are instructed, and the Dreghora smoke capture system is also progressing. All components are currently in manufacture.	Yellow	Expected spend will be greater than current budget allocation. Spend to be managed within Property programme overall.	Red	Expected spend reflects anticipated year end position - current risk meeting delivery schedules for Perth (Now programmed for 23rd March) and Dreghora (programmed to follow on immediately 26th March) . Any delays could have significant impact on spend.
Property Project Costs	35,323	Green	Monthly salary costs and securing additional Project Manager posts. Ongoing monthly salary costs continue in line with planned delivery. No additional staff have been recruited.	Yellow	Expected spend will be greater than current budget allocation. Spend to be managed within Property programme overall.	Green	Staff costs aligned to current staffing levels; no significant financial or operational risks identified.
	6,206,603	Yellow		Green	Spend to be managed within Property programme overall.	Yellow	

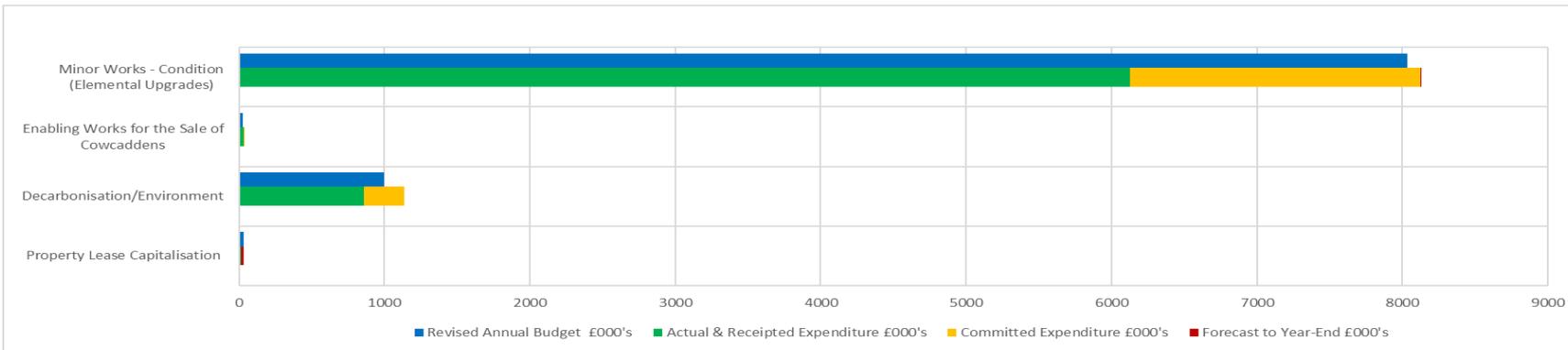
Property Minor Works

Progress in the month

- **Minor works** projects continue to progress with 197 projects now complete, 22 in progress, 13 programmed, 9 instructed and 4 being priced.
- Decarbonisation and Environment projects are advancing well with a number of projects now complete including: **Heating and BMS control upgrades**, lighting replacement works at **Headquarters**, power supply upgrades at **McAlpine Road, Dundee** and design work for the new heating system at Invergordon.

Progress anticipated in coming months

- Minor Works projects are expected to continue to progress well throughout the remainder of the financial year.
- Complete the installation of the ground based **Solar Farm at Headquarters**.
- Finalise the design work for the **heating replacement** project at Dundee.



Milestone RAG

- Property Minor Works remains on track, with good progress being achieved across the majority of projects. As a result, the Milestone RAG status is **Green**.

Deviation from Budget RAG

- The Budget RAG status for Property Minor Works is **Green**. While an overspend of £0.236m is currently anticipated, this is expected to be fully offset by a corresponding underspend of £0.236m within the Property Major Works programme.

Property Minor Works – RAG Status

Project Description	Still to Spend (to achieve forecast)	Milestone RAG Status	Milestones	Budget RAG Status	Deviation from Revised Budget	Risk RAG Status	Risk RAG Explanation
Minor Works - Condition (Elemental Upgrades)	2,511,094		Delivery of required projects. Approx 250 projects are progressing across design, pricing, programming and delivery stages. No issues are currently anticipated with meeting year-end spend commitments. Portfolio status as follows: 197 complete, 22 in progress, 13 programmed, 9 instructed, 9 on hold, 4 in pricing, 55 deferred, and 6 cancelled (total 315).		Expected spend will be greater than current budget allocation. Spend to be managed within Property programme overall.		22 Projects are in progress, with a further 9 instructed, but no significant risks have been identified at this stage.
Enabling Works for the Sale of Cowcaddens	8,988		Clearance of former workshops has been completed. Marketing of the site has now commenced.		Expected spend will be greater than current budget allocation. Spend to be managed within Property programme overall.		Works will complete before 31 March 2026.
Decarbonisation/Environment	276,347		Delivery of required projects. Heating and EMS control upgrades complete, lighting replacement works at HQ complete. The ground-based solar farm for HQ in progress. Power supply upgrades at Dundee complete, and design work for the Invergordon heating complete		Expected spend will be greater than current budget allocation. Spend to be managed within Property programme overall.		Works at HQ Solar farm still to complete. No immediate risks identified.
Property Lease Capitalisation	20,445		Extension of Lease for Bressay.				
	2,816,874				Spend to be managed within Property programme overall.		

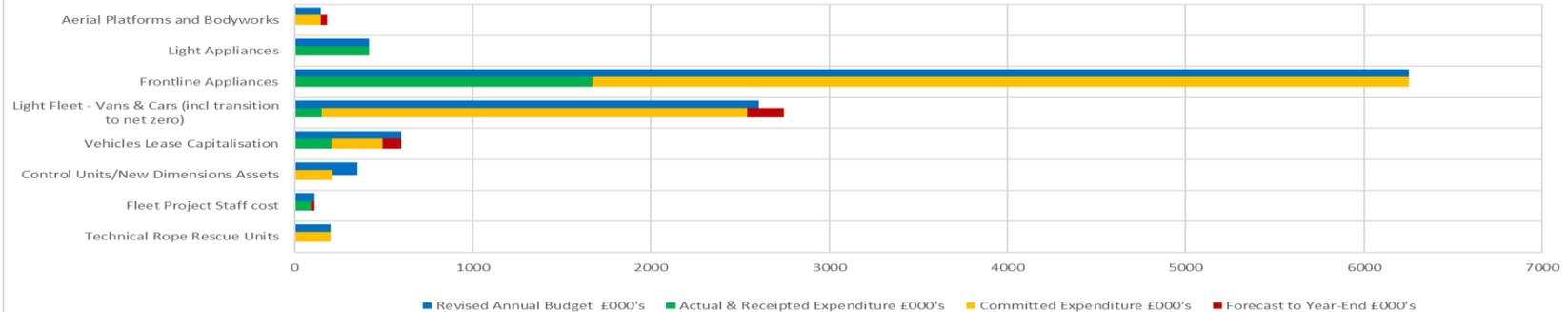
Vehicles

Progress in the month

- **12 Iveco Light Pumping Units** have now been deployment to their allocated stations.
- Good progress continues on the build of the **Frontline Appliances**.
- Orders have now been placed for **11 stores vans, 5 workshop vans, one training minibus and one electric hydrant van**, with delivery scheduled for March 2026.

Progress anticipated in coming months

- Completion of **10-year overhaul of Turntable Ladder**.
- Delivery of **30 new Frontline Rescue Pumps**, along with an additional **15 chassis**.
- Delivery of **4 Technical Rope Rescue Units**.
- Delivery of **25 Kia EV3 electric vehicle** and **20 Ford Ranger 4x4 pickups**.
- Delivery of **17 x Kia EV4 vehicles** to commence replacement of the **Flexi Duty Manager fleet**.



Milestone RAG

- 4 Vehicle projects are progressing as planned and are rated Green.
- The exceptions are the Control Units / New Dimensions Assets (DIM) and Aerial Ladder Platform (ALP's) projects, both of which are rated Red due to extended procurement timescales. As a result, the Service will not take delivery of these vehicles this financial year.
- The Technical Rope Rescue Units and Fleet Project Staff projects are rated Amber following delays in recruitment and project completion. However, both projects have now returned to plan and are back on track.
- Overall, Vehicles have a Milestone RAG status of **Amber**.

Deviation from Budget RAG

- The previously anticipated Stage 2 (30%) and Stage 3 (10%) payments for the DIM vehicle project are now unlikely to fall within this financial year. c£0.140m has therefore been redirected to support other priority projects within the Light Fleet line.
- Procurement support from Scotland Excel (£0.034m) has increased the forecast outturn. This pressure will be managed through underspends identified within DATS and NMS.
- These adjustments will enable the overall Budget RAG status for Vehicles to remain **Green**.

Vehicles – RAG Status

Project Description	Still to Spend (to achieve forecast)	Milestone RAG Status	Milestones	Budget RAG Status	Deviation from Revised Budget	Risk RAG Status	Risk RAG Explanation
Aerial Platforms and Bodyworks	145,586	Red	Procurement of chassis for 2 high reach appliances has been delayed to 2026/27, following issues with procurement. A total of £145,586.44 has been committed for the 10 year overhaul and additional works on a Terastable Ladder at Rosenbauer/Metz.	Yellow		Green	10 year overhaul plus additional works expected to be completed by Rosenbauer/Metz early March and vehicle to be returned to SFRS before the end of March - currently on track for delivery.
Light Appliances	0	Green	Completion of the final stage of the second batch of 12 Ineco Light Pumping Units . All 12 have been completed by Emergency One, fitted with radio systems, and issued to stations.	Green	On target to achieve budget.	Green	Radio install works should be complete by 31 March 2026.
Frontline Appliances	4,579,712	Green	Delivery of all 30 Frontline Rescue Pumps scheduled for this financial year, with the first batches due early March. Funding has also been used to bring forward 15 chassis for the 2026/27 build schedule; these have been ordered from Scania via Emergency One and are due in March 2026.	Green	On target to achieve budget.	Yellow	Delivery expected in advance of 31 March 2026. Inspection dates for units 11 to 20 due to be completed in last week of March. 15 chassis to be in the UK by mid March and payable before the end of March. All on track however any delay could have a significant impact on current year spend.
Light Fleet - Vans & Cars (incl transition to net zero)	2,584,631	Green	Funding provided to cover the legally committed orders for one management team car , which has been issued and is on the run. Also from this line we have the commissioning work of the 82 cars, vans and 4x4's brought in last financial year. This work has now been completed and the vehicles have been rolled out across the service. The funds from the capital receipts have been added to this line and this will increase the number of EV cars and Vans we can purchase as part of the net zero and decarbonisation plans. 6 Multi Role Crew vans have been ordered from Mercedes along with 11 stores vans, 5 workshop van, one training minibs and one electric hydrant van . As well as this we have 20 x Ranger 4x4's on order and 17 x Kia EV4's for use as FDM Cars. We also have a replacemat brake tester for the West WIS in this line.	Yellow	Expected spend will be greater than current budget allocation and will be used to offset the underspend on the DIM vehicles.	Green	25 Kia EV3 due to be delivered 9th March. All other vehicles from UK stock and will be delivered and invoiced before the end of March with the commissioning work to be scheduled in 2026-27.
Vehicles Lease Capitalization	330,611	Green	Funding for 20 new leased cars , all now delivered. Commissioning is expected to be completed by March 2026.	Green	On target to achieve budget.	Green	All 20 cars now delivered and invoiced, small risk around the completion of the commissioning work, however this is still achievable.
Control Units/New Dimensions Assets	211,366	Red	Funding provided for conversion works on up to 4 DIM vehicles . Contract awarded to Babcock Engineering. Supplier onboarding in TechOne is underway, after which purchase orders will be raised. Rated AMBER due to the remaining risk associated with final stage payments.	Yellow	The previously anticipated stage 2 (30%) and Stage 3 (10%) payments are now unlikely to be achievable and the funds of circa £140k have been committed to other priority projects in the Light Fleet	Green	It is anticipated that the Stage 1 payment will be achieved before 31 March 2026.
Fleet Project Staff cost	53,314	Yellow	Funding supports 4 roles dedicated to Fleet Capital Projects . All posts are now capitalised from February 2026.	Yellow	On target to achieve budget. Forecast reflects procurement support from Scotland Excel (£35k). This will be managed by the underspend within.	Green	Staff now in post.
Technical Rope Rescue Units	204,080	Yellow	Finalisation of 4 Rope Rescue Units . Builds are at an advanced stage, with completion expected in late February following delays from stowage related issues.	Green	On target to achieve budget.	Green	The YCA Test due to be completed on the 9th of March and the final inspection by SFRS staff is scheduled for the 11th of March, No issues anticipated for this project.
	8,179,302	Yellow		Green	Slight overspend to be managed with DATS underspend.	Green	



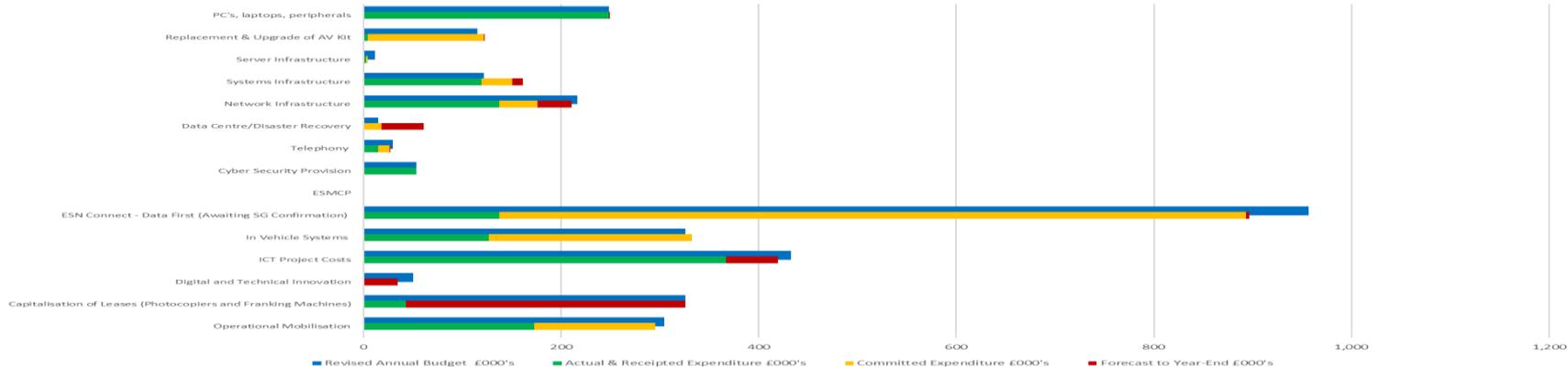
Digital and Technology (exc NMS)

Progress in the month

- Professional services for **Telephony & Network Optimisation** have been brought forward from 2026/27.
- Work on implementation of a new back-up solution as part of the **Data Centre / Disaster Recovery** project has been brought forward from 2026/27.
- 25 ESN installs** have been completed and invoiced, with a further 3 completed.

Progress anticipated in coming months

- Final delivery of **R5 devices** for ESN Connect along with progress on installation work.
- Services in relation to Boomi integration for NMS.**
- Work will continue across all projects to ensure that expenditure is committed in line with service requirements.



Milestone RAG

- The majority of DaTS projects remain on track and continue to hold a Green RAG status. However, the overall Milestone RAG has been assessed as **Amber** due to the delay in the ESMCP project and ongoing risks associated with ESN.
- Within ESN, the forecast number of installations has reduced to 52. This remains a key risk and will be closely monitored as we progress towards year-end. Despite this, associated hardware deliveries for this project remain on track.

Deviation from Budget RAG

- An underspend of £0.056m has been identified in Period 11 within the ESN Connect project, reflecting the reduction in installations to 52. DaTS has mitigated this by accelerating activity from 2026/27, ensuring the programme remains on track. A small underspend of £0.011m remains and this will be used to partially offset an overspend within Vehicles of £0.031m. The ESN Connect project is currently rated Amber, pending confirmation that the revised programme schedule remains achievable by 31 March 2026.

Digital and Technology (excl NMS) – RAG Status

Project Description	Still to Spend (to achieve forecast)	Milestone RAG Status	Milestones	Budget RAG Status	Deviation from Revised Budget	Risk RAG Status	Risk RAG Explanation
PC's, laptops, peripherals	81,307		P1 - Docks ordered and received for stock at Inverness & Cambuslang. P4 - specialist laptop, monitor and peripherals delivered to fulfil an accessibility & DSE requirement. P5 - specialist docks and monitors ordered for CAD team. P6 - Docks ordered and received for stock at Cambuslang, Johnstone and Newbridge. Specialist laptops ordered for DaTS Solutions and Systems teams. Laptops ordered for stock. P8 - docks ordered for stock in West and North, specialist laptops ordered for EUC team. P9 - 26/27 requirements brought forward and ordered to support wider underspend, total £124k placed with further £10k raised in P10.				All lead times for delivery within current financial year.
Replacement & Upgrade of AV Kit	117,536		P1- AV screen supplied and fitted to Modular Building, Hamilton. P4 - Replacement screen and installation service ordered for EOC - completed P5. P9 - requirements identified at Training Incident Command Suites in HQ and Perth - order placed for HQ in P10 (£196k) and in P11 for Perth (£10k).				Work is scheduled at both Headquarters and Perth and will be fully complete by year-end.
Server Infrastructure	2,065		P6 - order raised for remote engineering work on Vision3 servers.				Project complete.
Systems Infrastructure	42,415		P1 - Contractor resource extended to 31/05 to complete HFSV work. P3 - Developer Contractor extended to 31/08 to complete HFSV work, Test Analyst Contractor in place to 30/11 to support MODAS implementation. P6 - order raised for configuration of Vision3 system at DOC and EOC. Contractor resource brought onboard in P11 for short-term piece of work around data migration.		Expected spend will be greater than current budget allocation and will be managed within the overall DATS position. With the exception of £11k, which will be utilized within Vehicles ALP project.		No immediate risks identified.
Network Infrastructure	77,332		P1 & P2 - No spend as yet. P5 - Property works at Elgin (mobilisation upgrade work) and Inverness (installation of wireless access points in appliance bay) recharged to DaTS. P6 - Property work at Paisley, Barrhead and Refrew recharged to DaTS. Order placed with MLL for additional LAG backbone capacity . P7 - £18k of 'wifi site work confirmed via Proerty. Bank of P8 days ordered to support SIP migration , 'wi-Fi work and IoT. Additional switches ordered to complete refresh rollout. P8 - Cisco Catalyst kit ordered, delivered P9.				No immediate risks identified.
Data Centre/Disaster Recovery	60,354		P6 - No spend as yet. Virement will be processed to PCs line to cover that overspend. P10 - order to be placed for work supporting install of Celestix AOVPN , £15k P12 - bring forward services to initiate back-up system replacement , to absorb ESN underspend		Expected spend will be greater than current budget allocation and will be managed within the overall DATS position. With the exception of £11k, which will be utilized within Vehicles ALP project.		No immediate risks identified.
Telephony	12,300		P1 & P2 - No spend as yet P3 - Professional services engaged in relation to PSTN/ISDN to SIP migration . P6 - 0.5FTE Fulfillment Officer salary to March 2026 to co-ordinate build, distribution and management of mobile devices and ESN SIM allocation .				No immediate risks identified.



Digital and Technology (excl NMS) – RAG Status (Cont)

Project Description	Still to Spend (to achieve forecast)	Milestone RAG Status	Milestones	Budget RAG Status	Deviation from Revised Budget	Risk RAG Status	Risk RAG Explanation
Cyber Security Provision	0	Green	P1 - Contract resource extended to 30/03. P3 - ISC2 SSCP Accreditation course for Cyber Analyst. P4 - Professional Services engaged in relation to development of Incident Response Plan.	Green		Green	No immediate risks identified.
ESMCP	0	Red	Additional funding of £0.372m provided by the Scottish Government. However, an appropriate solution to station and mobilisation continues to be sought, with no viable procurement route currently available to secure delivery before 31 March 2026.	Green	No spend expected this financial year.	Green	No immediate risks identified.
ESN Connect - Data First (Awaiting SG Confirmation)	759,645	Red	£420k of previous years funding is no longer ring fenced for installations, can be used for hardware also. P7 - order raised for R5 devices (£730k) and install costs (£73k), £804k total, external funding to be received from Scot Gov to cover variance. Issue with installations identified. 21 new appliances are being fitted from 17th November, prior to deployment to island and remote stations. This will be followed by driver training vehicles. Hardware will be delivered in 2025/26, installs will carry over to 2026/27. P9 - orders raised to Telnet for agreed 125 installs in 25/26 (£117k) and associated hardware (£108k). 03/03 - now expecting max. 52 installs (28 done to date) by 31/03. Forecast adjusted accordingly. R5 devices being delivered to secure storage week of 03/03.	Yellow	Expected spend will be less than the current budget allocation and will be managed within the overall DATS position. With the exception of £11k, which will be utilised within Vehicles ALP project.	Red	Further delays in installations could result in additional underspend. Risk of non-delivery of R5 devices will be significantly reduced with expected delivery to secure storage week beginning 03/03/26.
In Vehicle Systems	205,550	Green	P8 - MODAS is now in handover phase, data has been received and can be loaded onto devices, allowing installs to begin. Payment for Milestone 3 is being deferred until full completion of training and go-live. Completion of testing and implementation expected January 26. P9 - orders placed for Samsung brackets and seat pouches. Test Analyst Contractor extended until 31/03 (moved from Systems Infrastructure line)	Green		Green	No immediate risks identified.
ICT Project Costs	52,602	Green	Project staffing costs	Green		Green	No immediate risks identified.
Digital and Technical Innovation	34,293	Green	P12 - bring forward Telephony Rationalisation Discovery Phase to absorb some ESN underspend	Green		Green	No immediate risks identified.
Capitalisation of Leases (Photocopiers and Fran	262,366	Green	MFD Lease costs	Green		Green	No immediate risks identified.
Operational Mobilisation	122,895	Green	P2 - Digital Radio WiFi keys and replacement VHF Radios delivered, P3 - Pagers delivered. Further pagers order expected October. P4 - Professional services engaged to support Digital Fireground Radio reconfiguration and enable WiFi keys. P10 - order placed for batch of pagers, b/f from 26-27. Order to be placed in P11 for encoders - b/f from 26-27	Green		Green	No immediate risks identified.
	1,857,320	Yellow		Green	Slight underspend to be offset against the Vehicle overspend.	Yellow	

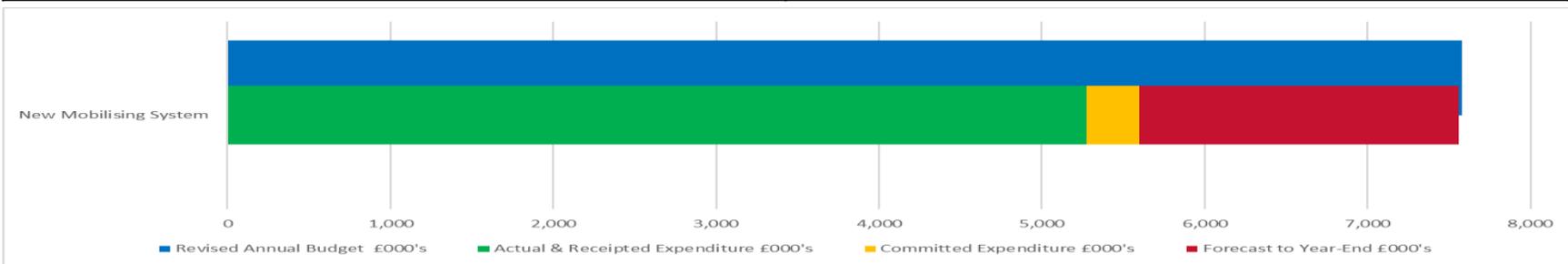
New Mobilising System (NMS)

Progress in the month

- **CAD configuration** has been completed for Site Acceptance Testing (SAT), and preparation is underway for User Acceptance Testing (UAT).
- First round of **CAD SAT** has been completed. 2 minor issues were identified relating to the CAD view; these do not impact any critical-path activities.
- **Engagement with LSO contacts** is underway to confirm drill nights, and an audit of Station End Equipment across all stations has commenced. Findings are being used to inform development of the draft test schedule for Station Mobilising Testing.
- The **CAD Business Readiness Implementation checklist** is now in draft.
- The **Stakeholder Matrix** has been updated, and a review of the CAD-specific communications plan is in progress.
- **Lessons learned** from ICCS delivery have been completed, with actions now being incorporate into the CAD delivery approach.

Progress anticipated in coming months

- A **Portfolio Change Request** will be submitted to the March Project Board to rebaseline project milestones.
- A **CCP Change Request** from Motorola is expected in early March. The revised implementation date will be confirmed following approval.
- Preparation is underway for the **second cycle of SAT** commencing on 14 April, including agreement on the way forward for Boomi connectivity, and continued progression of Airwave tasks for Station and Appliance Mobilising.
- A workshop will be held to plan the **Appliance Mobilising MDT Pilot** and migration activities in advance of each go-live.
- The **CAD Training schedule** will be finalised, with training and go-live dates to be communicated.



Milestone RAG

- The NMS project is reporting **Amber** due to continued compressed timelines required to deliver CAD by November 2026.
- Key issues include delivery of Central Communication Processors (CCP's) and the implementation of the interim on-premise Boomi solution, ahead of CAD SAT Round 2 in mid-April. Any delays in completing the required work, or by Telent in opening the necessary firewalls, would impact testing readiness and could result in downstream impacts on future CAD critical-path activities.

Deviation from Budget RAG

- Slight forecasted underspend of £0.020m projected due to the delayed start date of contractor for remote reconfiguration work. However, the Budget RAG remains Green as this will be used to partially offset a slight overspend within Vehicles (£0.031m).

NMS – RAG Status

Project Description	Still to Spend (to achieve forecast)	Milestone RAG Status	Milestones	Budget RAG Status	Deviation from Revised Budget	Risk RAG Status	Risk RAG Explanation
New Mobilizing System	2,290,120		<p>Project reporting Amber due to continued compressed delivery times for CAD by end November 2026</p> <p>P11: <ul style="list-style-type: none"> Period 11 consisted of project team salaries and contractor resource as expected. </p> <p>P12: <ul style="list-style-type: none"> CCP implementation and hardware costs have been received totalling £513,689.40 for FY 25-26. Forecast has set aside £364,887.25 from enabling bucket to pay for this. The remaining £148,802.15 will be taken from Phase 2 Optimisation budget. PO raised for Multitone Reconfiguration script £2,850, expecting invoice under enabling P12. POs raised for the Guardian Command Airwave appliance mobilizing integration and dual running, total cost £57,072.07, and SAN N dual running costs £77,288.80. Expecting invoices totalling £134,360.87 under Airwave in P12. </p>		Slight forecasted underspend of £13,717 due to delayed start date of contractor for remote reconfiguration work. However, the Budget RAG remains Green as this will be used to offset an overspend within Vehicles.		- 3 payment milestones totalling £1,643,292.01 forecast for P12. 95% of this work will be complete by the end of this FY. However, invoices likely to be processed early next FY. As long as the works have been completed, these milestones will be accrued into 2025/26.
	2,290,120				Slight underspend to be offset against the Vehicle overspend.		

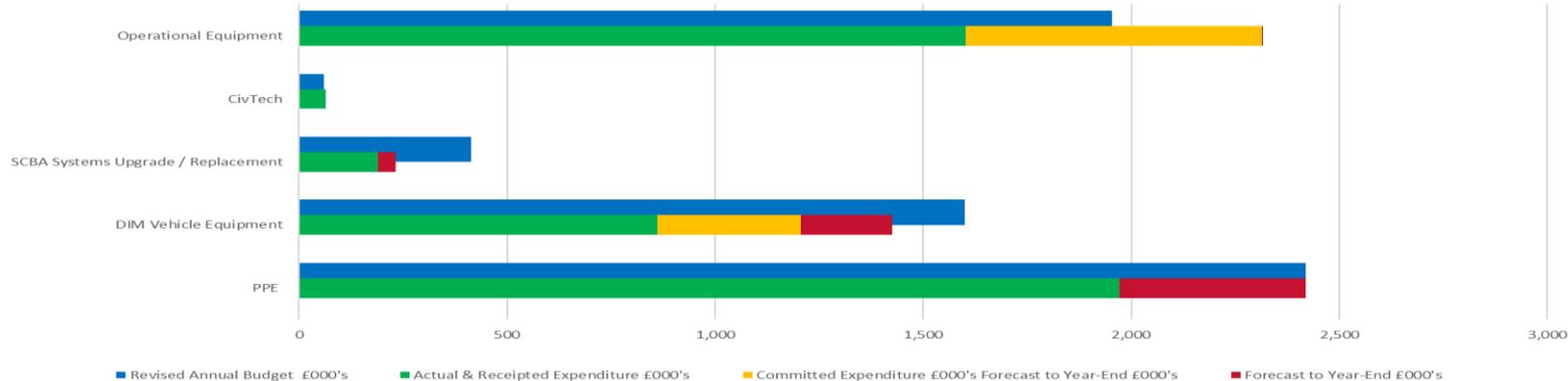
Operational Equipment

Progress in the month

- Orders have been placed for **15 new TSI face fit testing units** and **2 sets of heavy PRE**, with delivery expected in March 2026.
- **Occupational Health Treadmills, AED batteries** and **20 wildfire leaf blowers** have now been delivered.
- The Project Manager for the **SCBA Systems Upgrade / Replacement** project has now been successfully recruited and will commence in April 2026.
- For the **DIM vehicle equipment**, 6 separate orders have been placed, 5 of which have already been received.

Progress anticipated in coming months

- Continue the installation of **contaminant-control infrastructure cages** as part of the Phase 2 roll-out across 70 On-call stations (55 completed to date).
- Install the **SCBA cleaning unit** at Invergordon Training Centre, following completion of the required site surveys.
- Receipt of outstanding equipment deliveries, including: **thermal image cameras, firefighting hoses and branches, air bag stabilisation kits, Safe Working at Height (SWAH) Tier 1 kits, water-rescue throw lines, ladders and method of entry tools.**



Milestone RAG

- The Milestone RAG status for most projects is Green. The SCBA Systems Upgrade / Replacement Project is reporting Amber, due to earlier delays in recruiting a Project Manager and two Watch Commanders. Both Watch Commanders are now in post, and the Project Manager has been successfully appointed and is due to commence in April 2026. With resourcing constraints now resolved and no impact anticipated on the wider delivery timelines, the overall Milestone RAG is **Green**.

Deviation from Budget RAG

- Underspends of £0.180m in the SCBA Systems Upgrade / Replacement Project and £0.175m in the DIM Vehicle Equipment project will be offset by £0.355m of expenditure brought forward from 2026/27 for Operational Equipment. The position will be managed within the overall budget, and as a result the Budget RAG status remains **Green**. The PPE stock levels continue to be closely monitored as we approach year-end, as an underspend will be needed to balance any overstock.

Operational Equipment – RAG Status

Project Description	Still to Spend (to achieve forecast)	Milestone RAG Status	Milestone	Budget RAG Status	Deviation from Revised Budget	Risk RAG Status	Risk RAG Explanation
Operational Equipment	730,583		Contaminant infrastructure cages Phase 2 for 70 OC stations. Airing cages and rails now fully costed and orders placed via Robertsons RFM (£217k). 55 completed and remaining 15 expected to be completed by 31st March 31st. SWAH tear 1 kits outstanding expected Mid March. Water rescue throw lines ordered (£215k) and delivered w/c 2nd March. SCBA cleaning unit to be installed at Invergordon TC - site surveys to be completed and order placed with Robertsons for installation (£40k) with completion estimated March 2026. Orders in place for 124 Thermal Image Camera's (£214k) - all delivered w/c 2nd March. FF hose order in place 370x70mm and 150x45mm (£200k). FF brack order placed for 220 units (£100k) - expected March. Occupational Health Treadmills delivered and invoiced Feb 26. 15 new TSI face fit testing units ordered (£155k) - expected March 26. 20 sets of ladders ordered with Supplyplus (£160k) - expected March 26. AED batteries ordered (£65k) and now received. MOE tools order (£160k) - expected March 2026. 20 Wild fire leaf blowers ordered (£15k) now delivered into service. 2 sets of heavy PRE ordered (£52k) from Weber rescue - expected March 26.		Expected spend will be greater than current budget allocation due to using the underspend from DIM and SCBA project. Spend to be managed within Operational Equipment programme overall.		Various items still to be delivered. No immediate risks identified at this stage.
CivTech	-4,000		Civtech costs for 10.2 FireHaz - costs of £60k this financial year (net of grant funding). First batch of monthly invoices have been transferred to capital.		Expected spend will match budget.		Awaiting final 2 payments (February & March). No issues in achieving spend.
SCBA Systems Upgrade / Replacement	41,195		SCBA Project team salaries: 2 x GC 1 x w/c £15,895 per period. SCBA project managers post interview complete, successful candidate will now start April 26. 2 x w/c posts commenced - 1 in Jan 2026 and 1 in Feb 2026.		Expected spend will be less than current budget allocation. Spend to be managed within Operational Equipment programme overall.		Forecast reflects staff all now in post.
DIM Vehicle Equipment	564,258		Orders now placed for 5 sets of DIM vehicle equipment. 6 separate orders placed and SFRS has received 5 so far, with the remaining delivery expected 6th March. Fume cabinet quick quote complete with no compliant bids.		Expected spend will be less than current budget allocation. Spend to be managed within Operational Equipment programme overall.		No immediate risks identified in achieving forecast.
PPE	448,654		Total spend so far for recruits and ongoing replacements £1.911 million, March w/T 72 recruits starting 18th March. Current stock level £2.351 million, approx £500k over closing balance from 24/25. Current underspend will be vired to cover some of this over stock value but risk of being £300k deficit. Monthly replacements have been significantly over projected budget on 6 periods.		PPE stock levels value £2.3 million, Currently projecting £243k will be committed in the next period which will bring stock to £2.7 million, £300k over closing balance in 24/25. Current underspend identified £205k will be used against overstock value.		PPE stock levels are currently higher than the 2024/25 closing balance. This will continue to be monitored closely as we approach year-end; however, the final position remains dependant on the timing of outstanding orders and usage levels, both of which are difficult to predict.
	1,780,636				Spend to be managed within Operational Equipment programme overall.		

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service



Report No: B/TSA/01-26

Agenda Item: 17

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE							
Meeting Date:	26 MARCH 2026							
Report Title:	SAFETY AND ASSURANCE ANNUAL PERFORMANCE REPORT 2024-25							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY						
		For Reports to be held in Private						
		Specify rationale below referring to						
		<u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>G</u>	
1	Purpose							
1.1	The purpose of this report is for the Board to scrutinise the content of the Safety and Assurance Annual Performance Report 2024-25.							
2	Background							
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.							
2.2	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 report focuses on proactive measures and identifying areas of improvement through our “we will” statements noted within the report.							
3	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	<u>Accident/Injury Summary</u> 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	<u>Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) Summary.</u> 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	<u>Vehicle Accidents Summary.</u> There was a total of 205 Vehicle Accidents reported. When compared to the previous reporting year, there has been a 4% decrease (214 to 205).							

3.6	<u>Near Miss Reporting.</u> 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	<u>Acts of Violence Summary.</u> 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	<u>Operational Assurance Audit Actions.</u> In 2024-25 there was a total of four structured 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	<u>Health and Safety Improvement Plans (HSIP) Summary.</u> 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 scrutinise the content of the Safety and Assurance Annual Performance Report 2024-25.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Registers
5.1.1	Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety.
5.2	Financial
5.2.1	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.
5.3	Environmental & Sustainability
5.3.1	No environmental impact as this report is circulated electronically.
5.4	Workforce
5.4.1	The Annual Safety and Assurance Report highlights the monitoring of Health and Safety performance and makes recommendations for continuous improvement to reduce the risk of injury or ill-health of the SFRS workforce.
5.5	Health & Safety
5.5.1	Failure to monitor and improve the management of Health and Safety may result in injury or ill-health of our workforce and those affected by their activities, HSE investigation, receipt of an enforcement notice, fines and adverse publicity damaging the reputation of SFRS.

5.6 5.6.1	Health & Wellbeing No implications identified for Health and Wellbeing. Trend analysis of events will assist in implementing strategies to improve the Health and Wellbeing of SFRS employees.
5.7 5.7.1	Training There are no training implications as a result of the Annual Safety and Assurance Report. Training requirements will be approved through other governance routes or captured in Health and Safety Improvement Plans.
5.8 5.8.1	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.
5.9 5.9.1	Performance Health and Safety Performance is monitored through Key Performance Indicators (KPIs) managed by Think, Act, Stay Safe (TASS) performance reports and the development of quarterly and annual reports. The performance outcomes are communicated and actioned through Safety and Assurance Improvement Groups (SAIG).
5.10 5.10.1	Communications & Engagement No further engagement is required. This report will be communicated to all SFRS staff and will be published on the SFRS website.
5.11 5.11.1	Legal Failure to monitor and improve the management of Health and Safety could result in non-compliance to Health and Safety legalisation.
5.12 5.12.1	Information Governance There are no implications that require to be noted for GDPR purposes.
5.13 5.13.1	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.
5.14 5.14.1	Service Delivery The Annual Safety and Assurance Report has no direct impact on Service Delivery and is provided for awareness and information.
6	Core Brief
6.1	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.
7	Assurance (SFRS Board/Committee Meetings ONLY)
7.1	Director: Craig McGoldrick, Director of Training, Safety and Assurance
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient
7.2	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.

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		
<u>SFRS Strategy 2025 - 28</u> 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
<i>Safety and Assurance Function Management Team (SA FMT)</i>	<i>3 July 2025</i>	<i>For Recommendation</i>
<i>TSA Directorate Management Team (TSA DMT)</i>	<i>13 Aug 2025</i>	<i>For Scrutiny</i>
<i>Safety and Assurance Subgroup (SASG)</i>	<i>10 September 2025</i>	<i>For Scrutiny</i>
<i>People Committee (PC) (Draft)</i>	<i>11 September 2025</i>	<i>For Scrutiny</i>
<i>Training, Safety and Assurance Board (TSAB)</i>	<i>9 October 2025</i>	<i>For Decision</i>
<i>Strategic Leadership Team (SLT)</i>	<i>22 October 2025</i>	<i>For Information</i>
<i>People Committee (PC)</i>	<i>11 December 2025</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>18 December 2025</i>	<i>For Information</i>
<i>SFRS Board</i>	<i>26 March 2026</i>	<i>For Scrutiny</i>

SCOTTISH FIRE AND RESCUE SERVICE

Safety and Assurance Annual Performance Report 2024-2025



Contents

DRAFT



1. Introduction

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

Introduction

We 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 Stevens
SFRS Chief Officer



Dr Kirsty Darwent
Chair of SFRS Board

Overview

As we reflect on the 2024–25 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 Holden

Head 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

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.



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.



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.



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 organisational 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

Key Performance Indicators

RIDDOR Reportable Events

In 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).

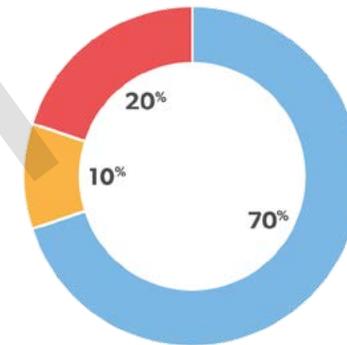
Following the Asbestos Thematic Audit, several improvements were implemented to strengthen asbestos safety and compliance. These included a comprehensive review of the Asbestos Generic Risk Assessment (GRA) and updates to the Training for

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.

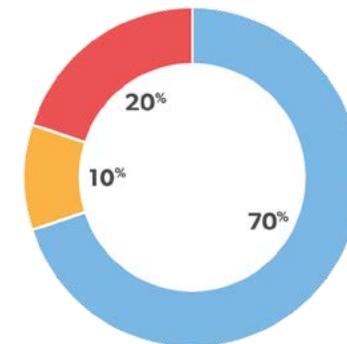


By Activity

Operational

Non-Operational

Training



Type of RIDDOR

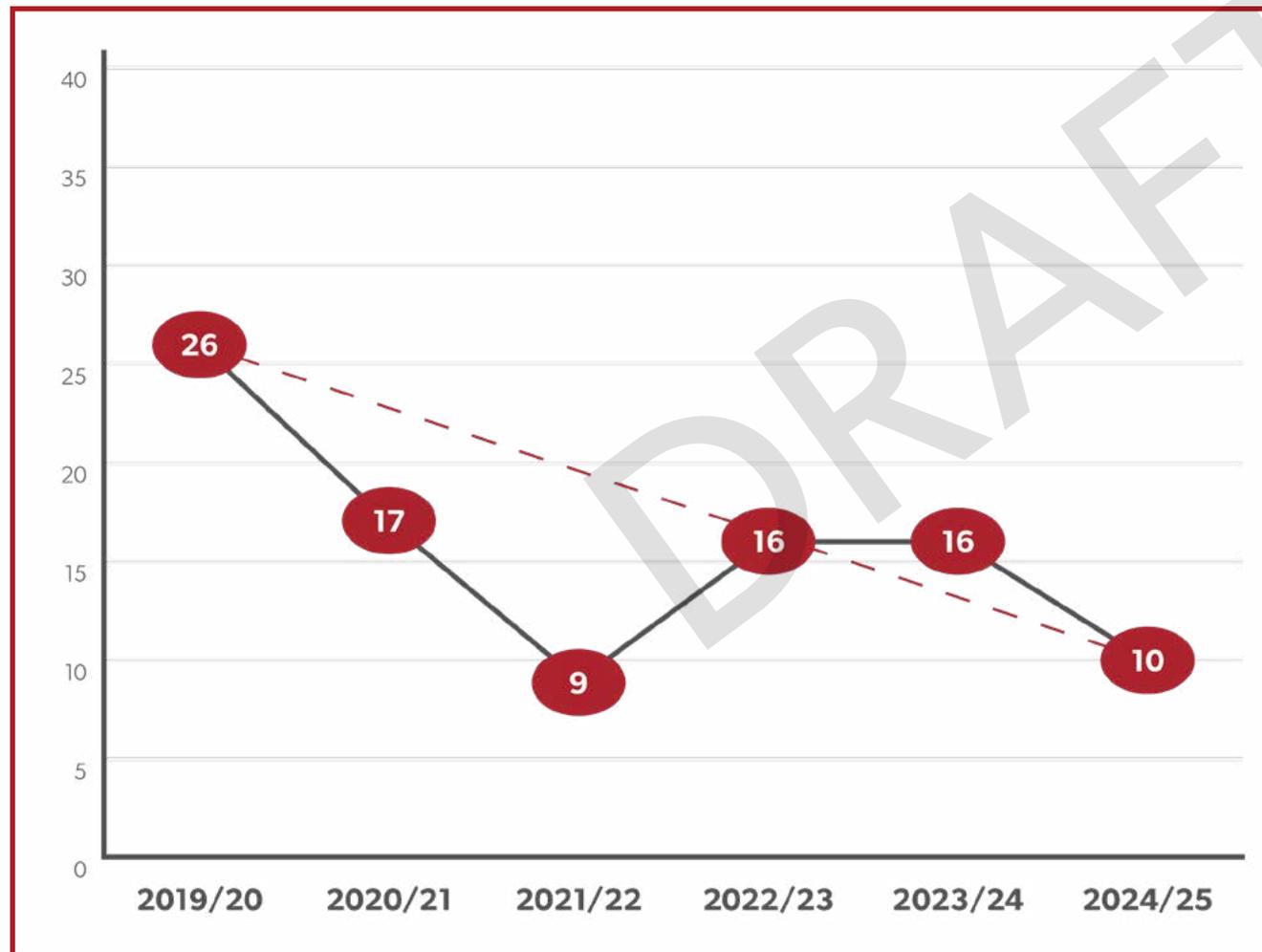
Over 7 Day Injuries

Dangerous Occurrence

Specified Injuries

Key Performance Indicators

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.

Key Performance Indicators

Accident and Injuries (excluding RIDDOR)

In 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:

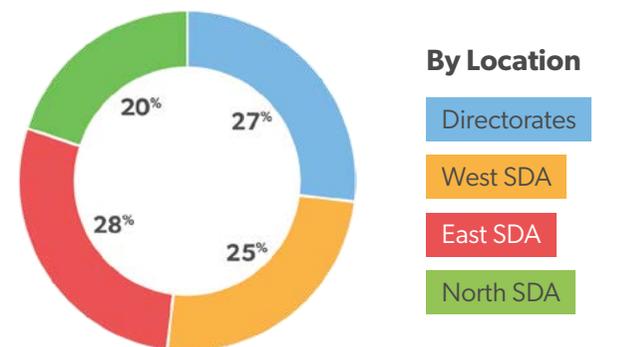
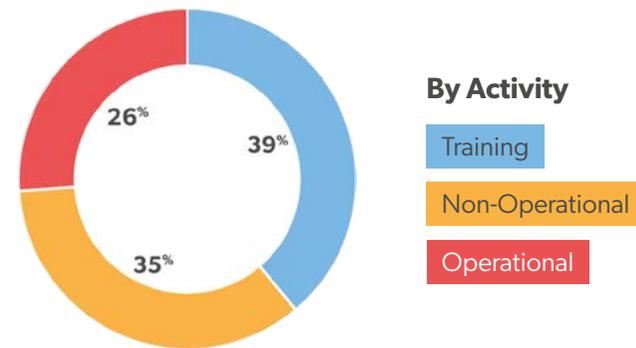
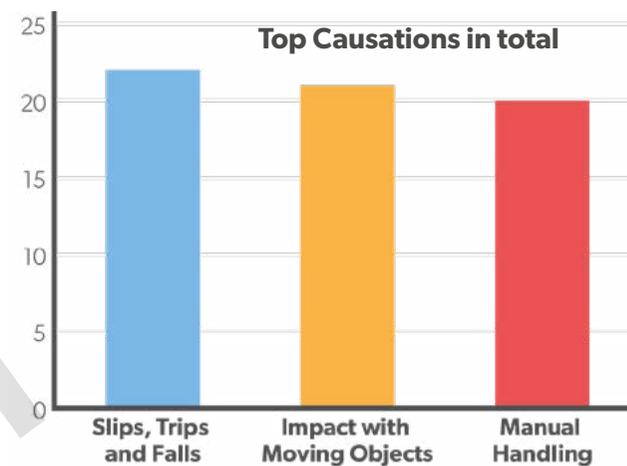
- Firefighter misjudged step while dismounting appliance resulting in familiarisation with SSOW and aware of personal behaviours; and
- While removing a pipe from appliance, a firefighter’s hand was punctured by exposed sharp metal on worn standpipe holder, resulting in more awareness during checks to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

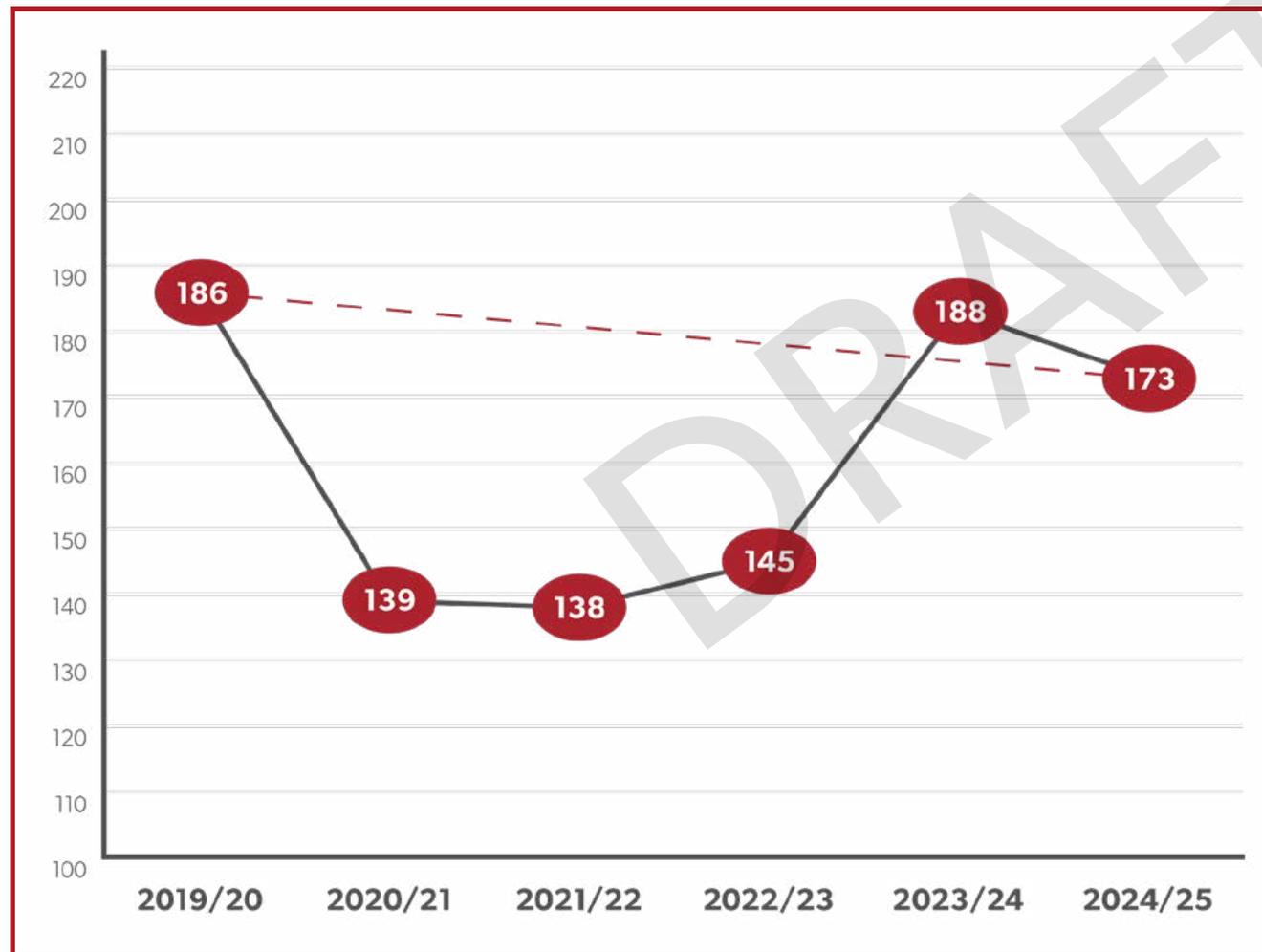
In the coming year, SA will review key areas to strengthen safety performance and learning. A particular focus will be placed on understanding the personal behaviours and decision-making processes that contribute to events. This includes examining the human factors behind events and identifying opportunities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



Key Performance Indicators

Accident and Injuries (excluding RIDDOR)



KPI 53: Accident and Injuries (excluding RIDDOR)

Purpose:

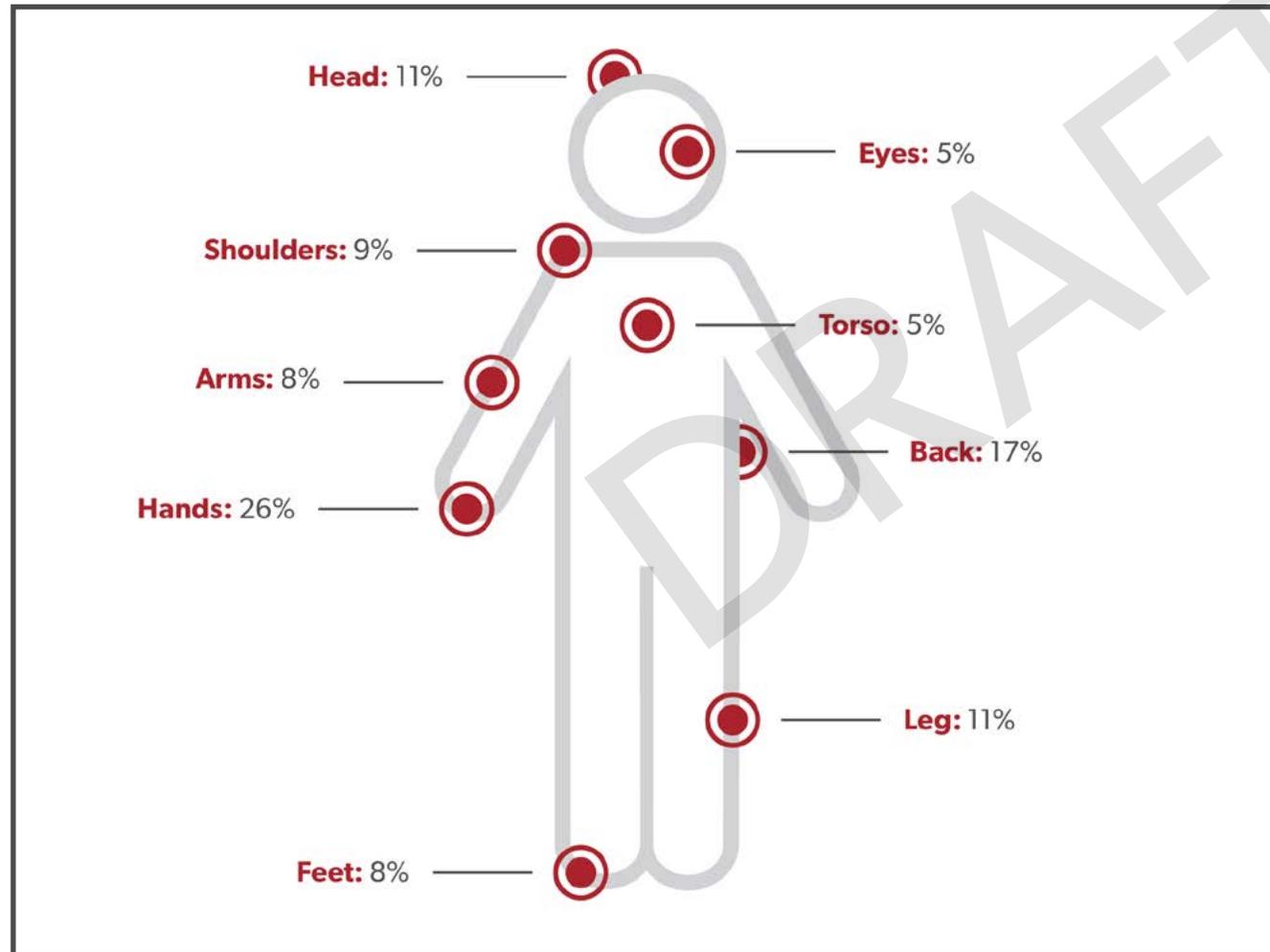
Demonstrates total accidents and injuries to occur through workplace accidents.

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.

Key Performance Indicators

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.

Key Performance Indicators

Verbal Attacks on SFRS Staff

In 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.

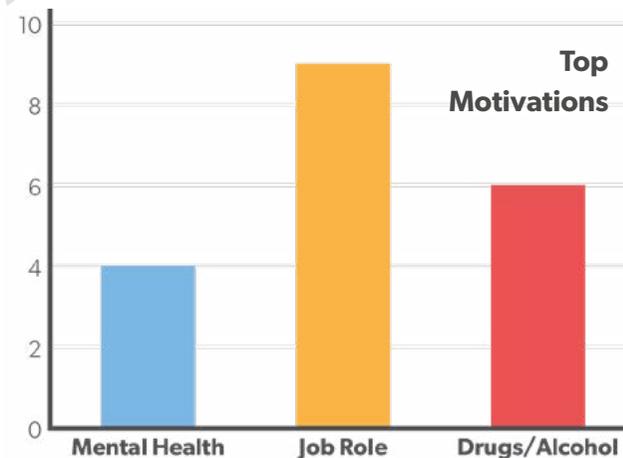
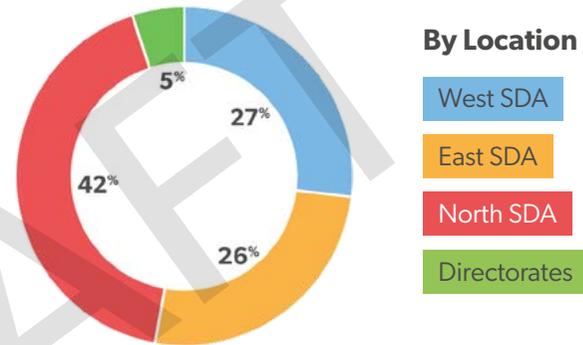
63% (12 of 19) events were reported during operational activities. 37% (7 of 19) during non-operational activities.

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.

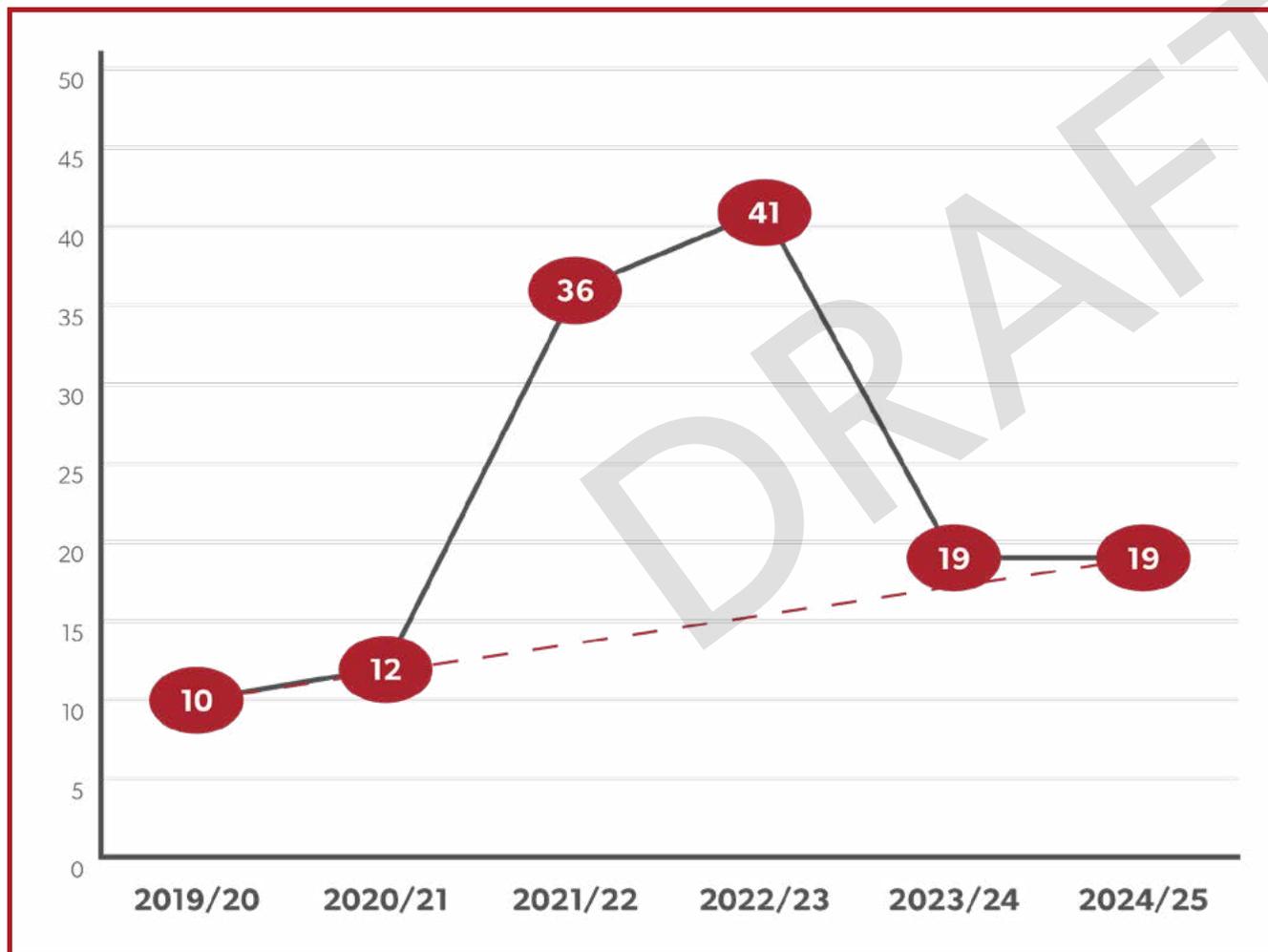
Outcomes taken from SFRS investigations include:

- 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



Key Performance Indicators

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.

Key Performance Indicators

Physical Attacks on SFRS Staff

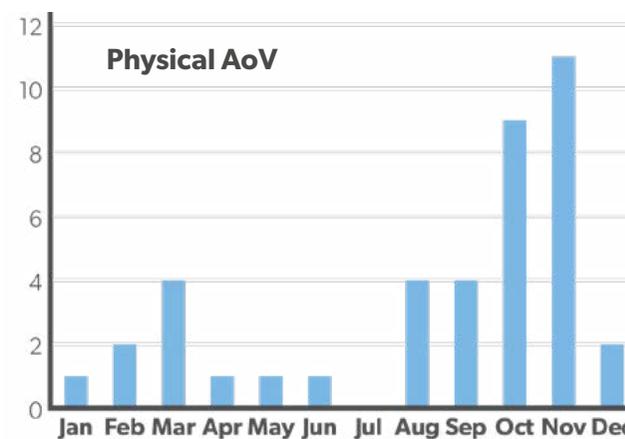
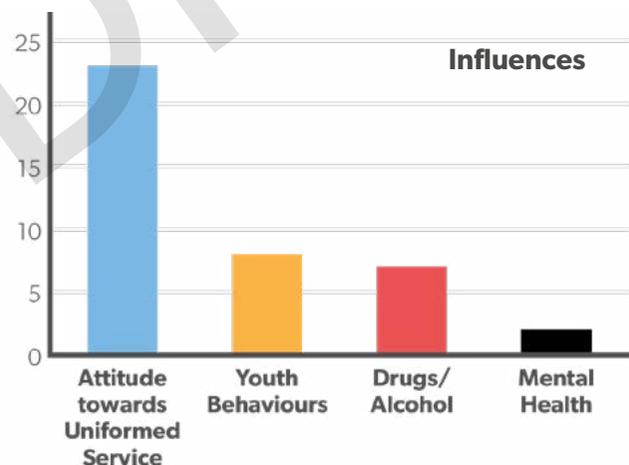
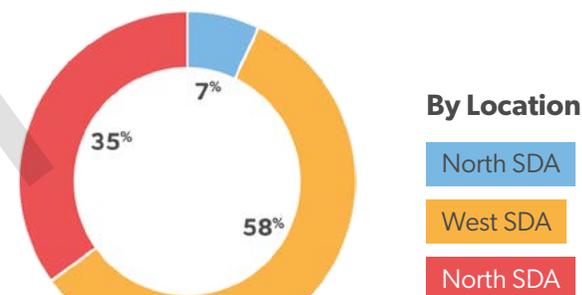
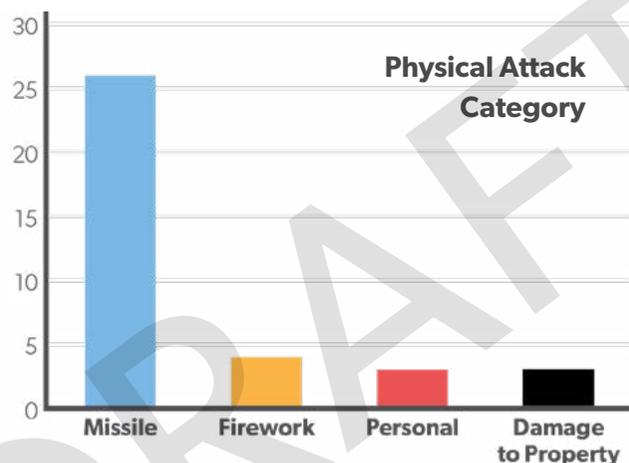
In 2024/25 there was a total of 40 physical attacks to SFRS personnel reported, when compared to the previous reporting year, a 2% decrease is noted (41 to 40).

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.



Key Performance Indicators

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.

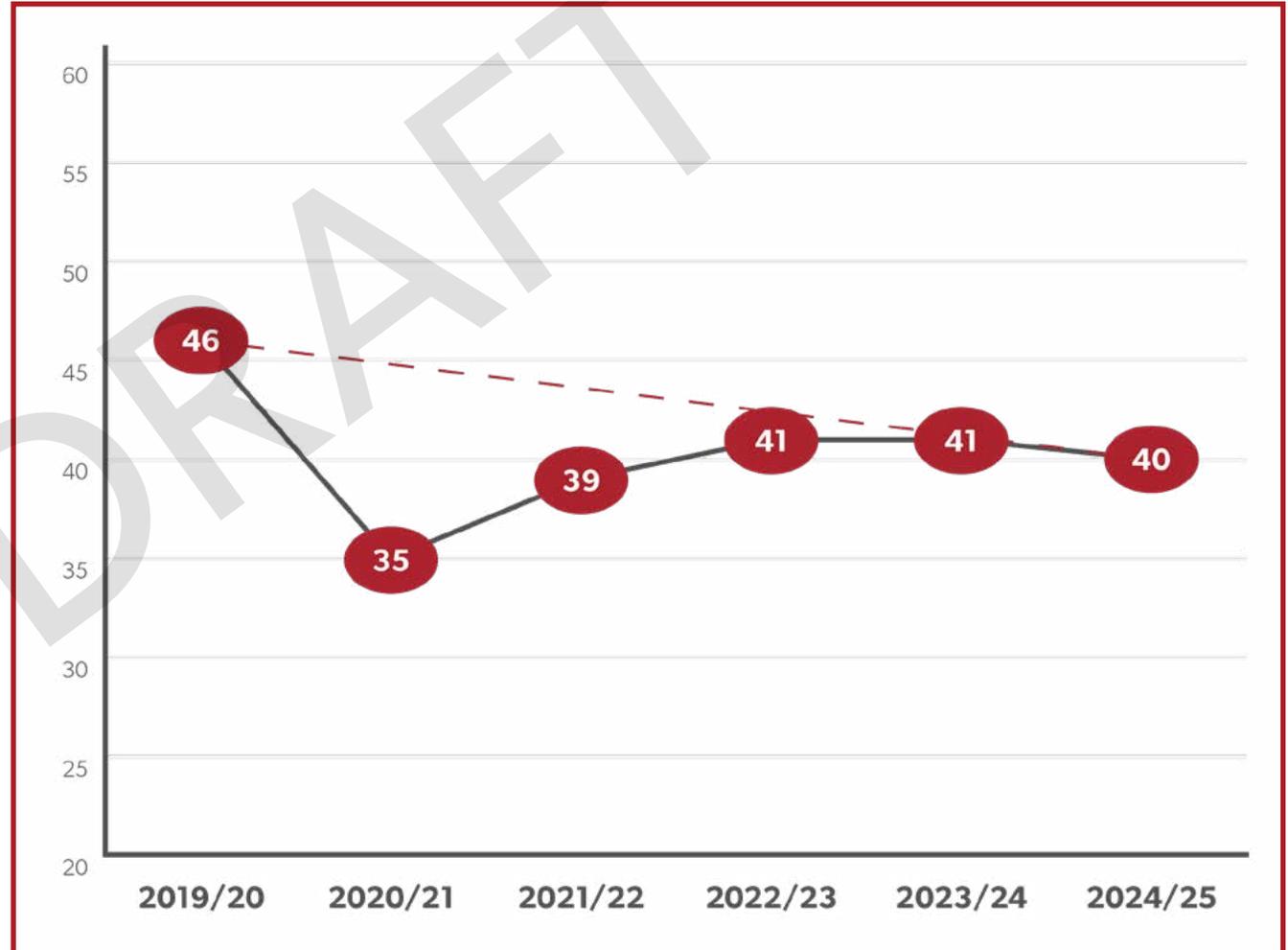
KPI 51: Physical Attacks

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.



Key Performance Indicators

Near Miss (NM)

In 2024/25 there was a total of 176 Near Misses (NM) reported. When compared to the previous reporting year, there has been a 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

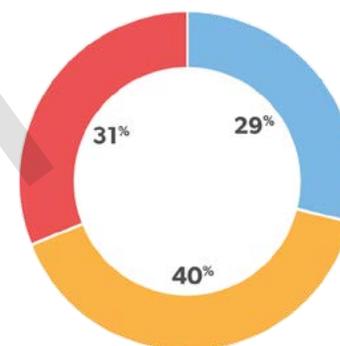
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) events we see a ratio of 1.05, which is a decline (1:13) when compared to the previous reporting year.

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.

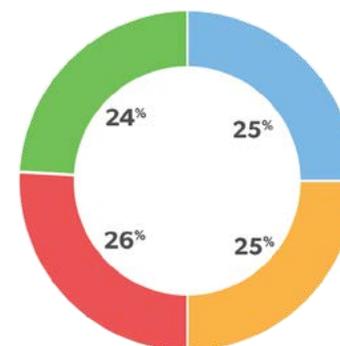


By Activity

Operational

Non-Operational

Training



By Location

North SDA

West SDA

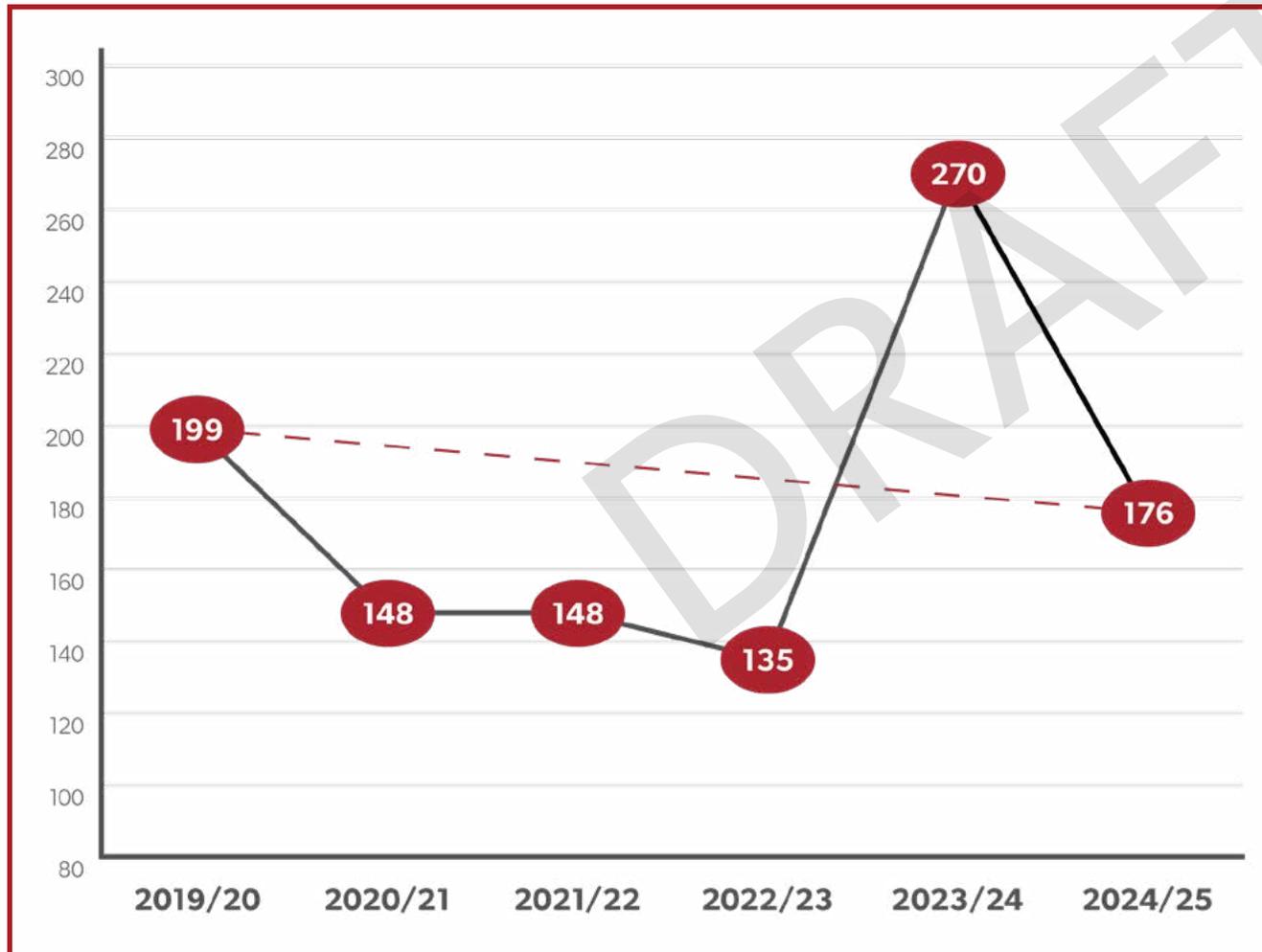
East SDA

Directorates



Key Performance Indicators

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

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.

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.

The 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.

Key Performance Indicators

Vehicle Accidents

In 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 204), 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.

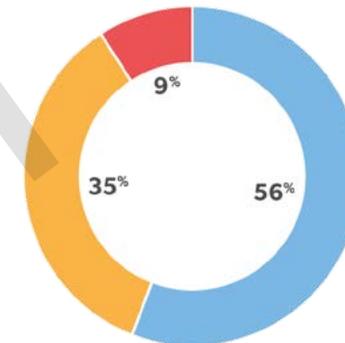
Example of VA events includes:

- 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.

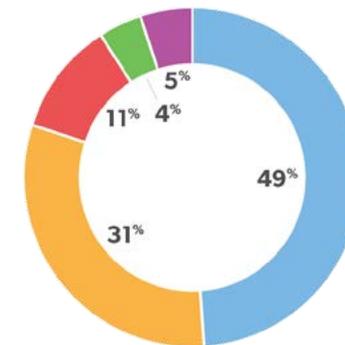
- While reversing with guides, the appliance struck a grit bin hidden in a blind spot, causing superficial damage to the heat shield – this was discussed with the crews involved and training emphasised.
- During a water rescue response, a trailer’s jockey wheel detached in transit, damaging the lighting 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 SFERS 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.

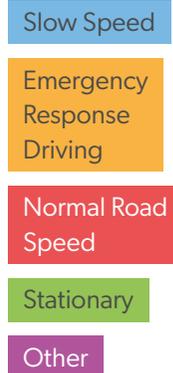
Following the implementation of the Unwanted Fire Alarm Signals (UFAS) policy, a 30% reduction in blue light VAs was identified over a 12-month period.



Activity Type

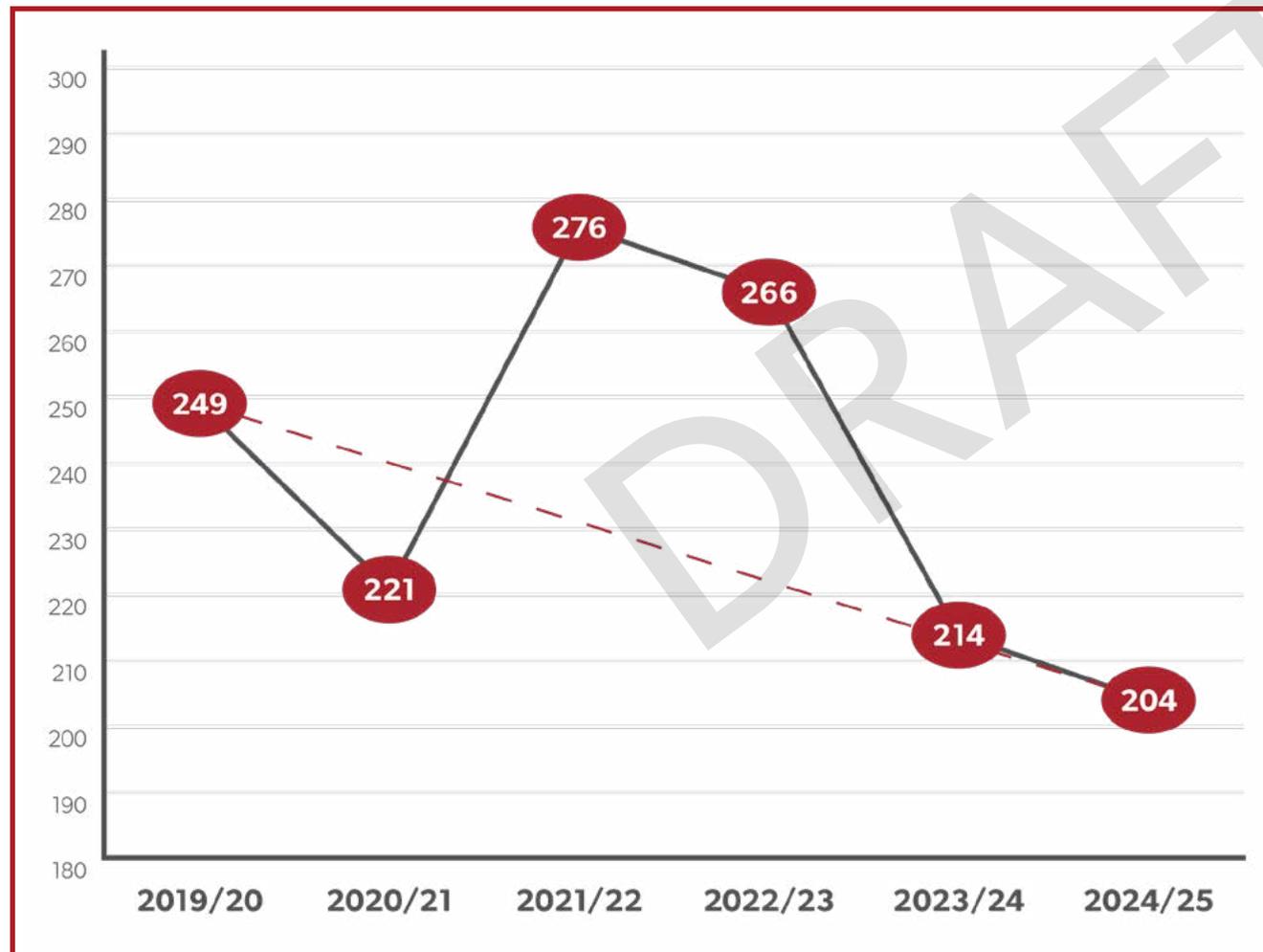


Vehicle Speeds



Key Performance Indicators

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.

Key Performance Indicators

Operational Assurance Audit Actions

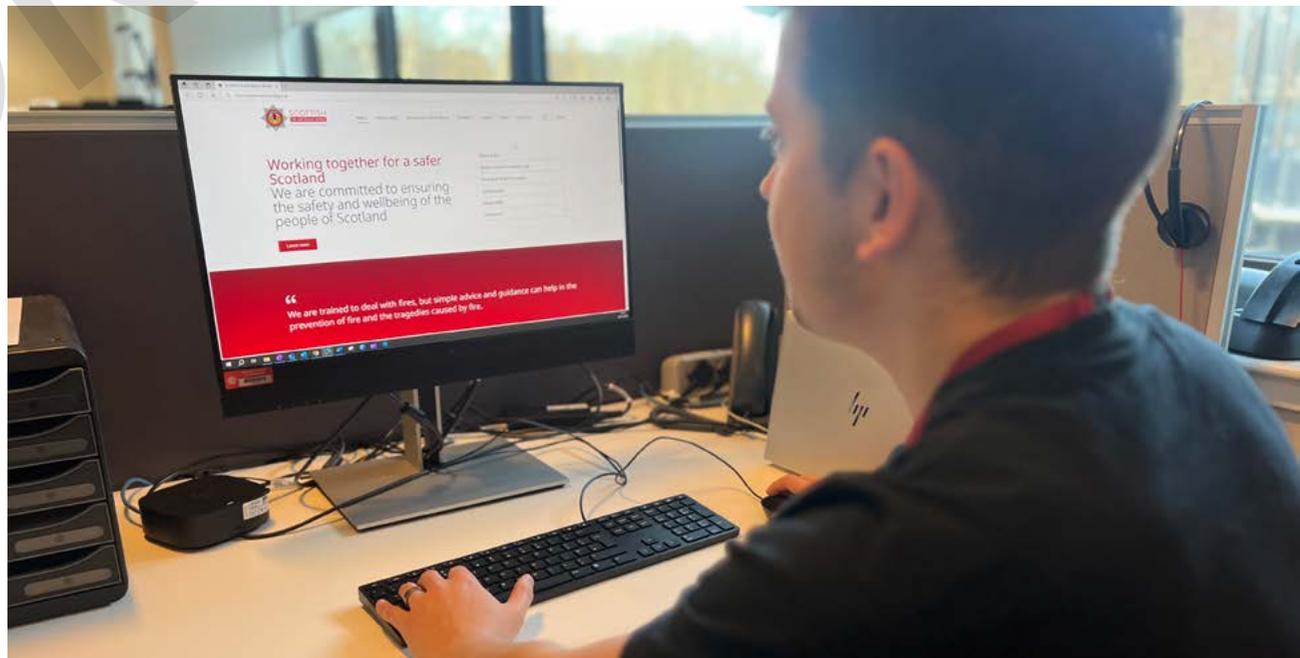
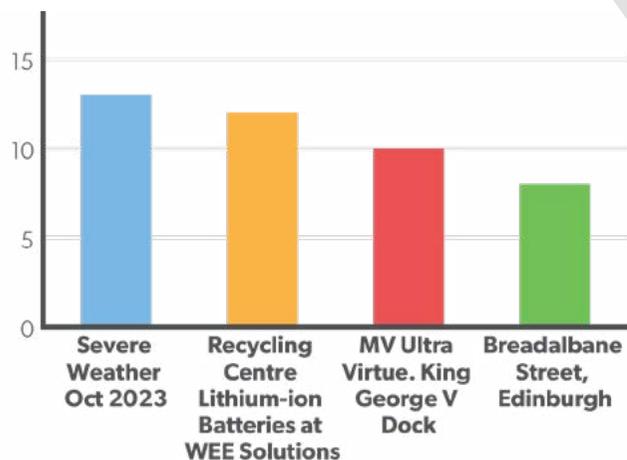
In 2024-25 there was a total of 4 structured debriefs carried out by the Operational Assurance team. Debriefs gather and analyse event information to recognise good practice and provide recommendations that support continuous learning and improvement.

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.

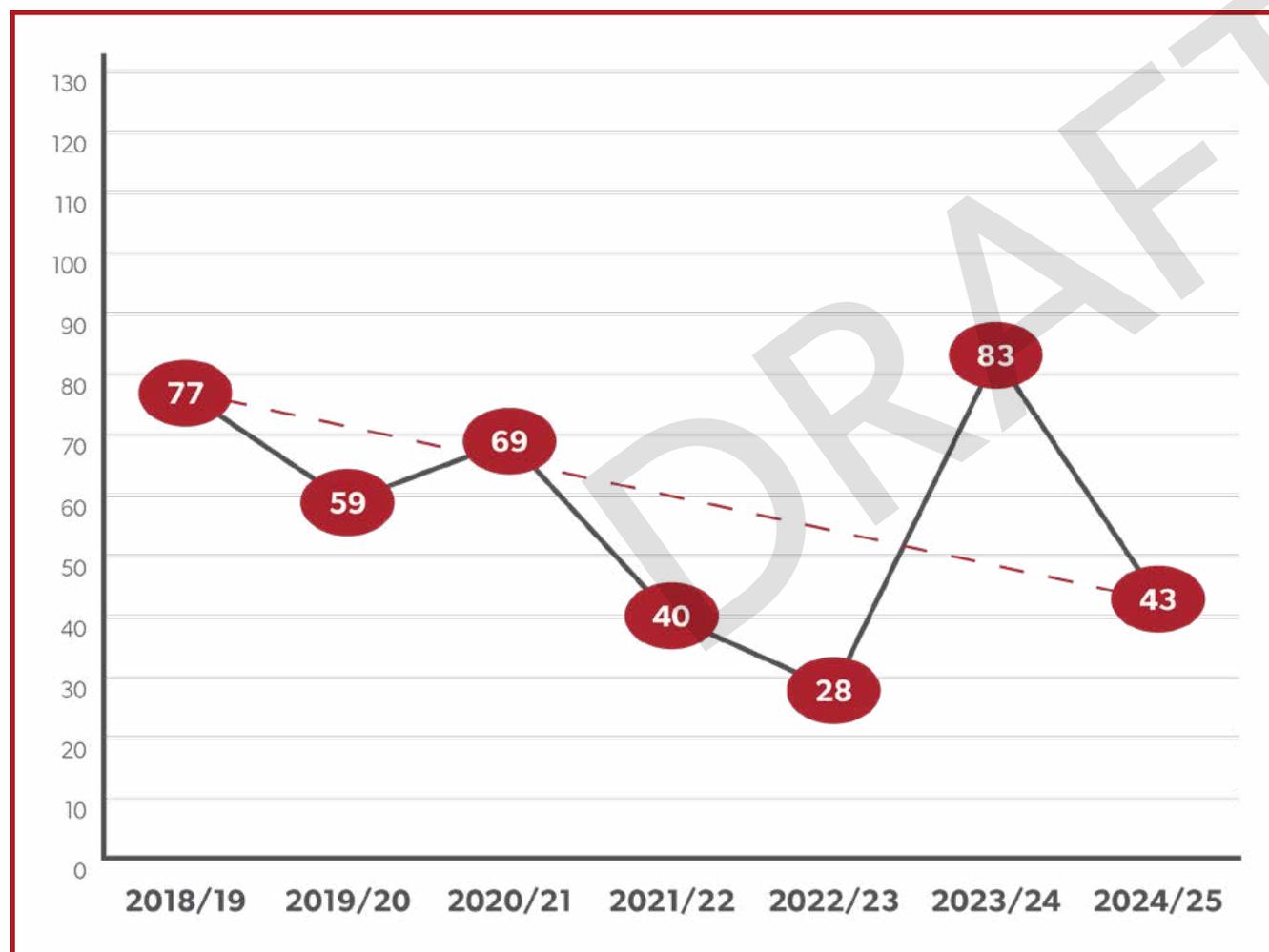
All recommendations arising from debriefs and thematic audits are subject to governance processes and recorded in the Organisational Learning Group (OLG) tracker, where they are assigned to the appropriate risk owner for progression to completion, supported by documented evidence.

Debriefs and Action Totals



Key Performance Indicators

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

Overall 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.

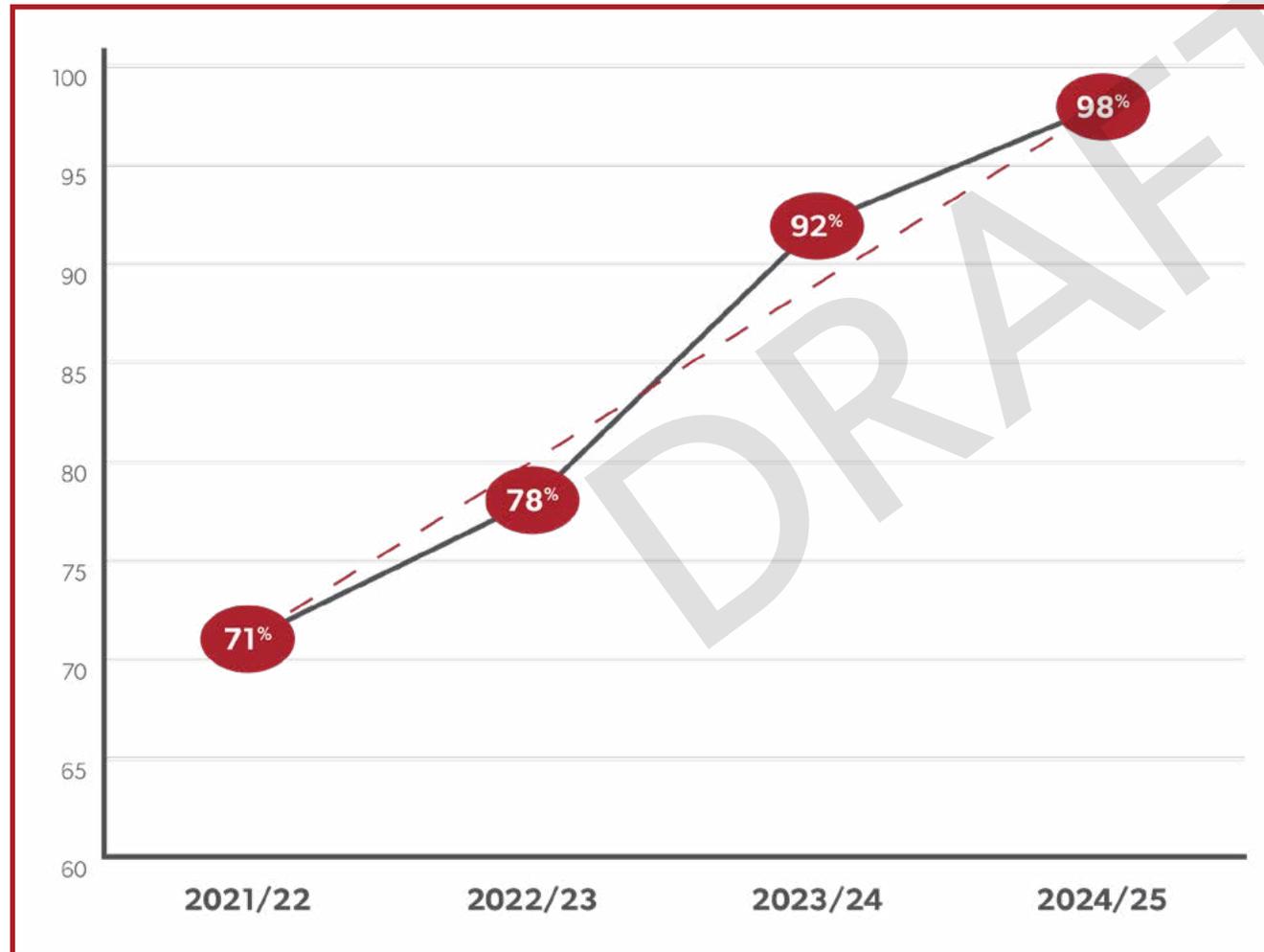
Key achievements from the HSIPs include:

- 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.



Key Performance Indicators

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)

Each 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.

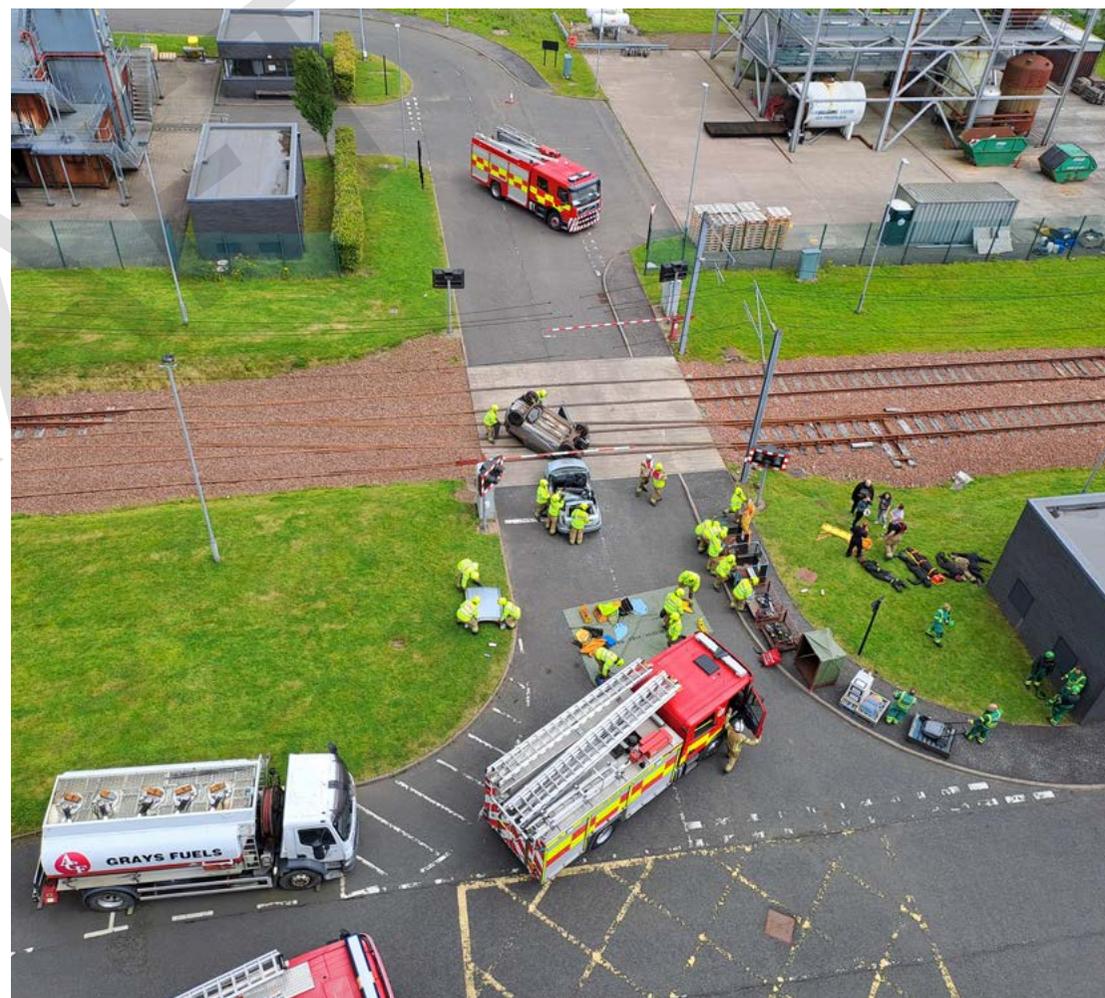
SA continue to promote near miss reporting, emphasising the importance of a positive near miss and hazard reporting culture.

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.

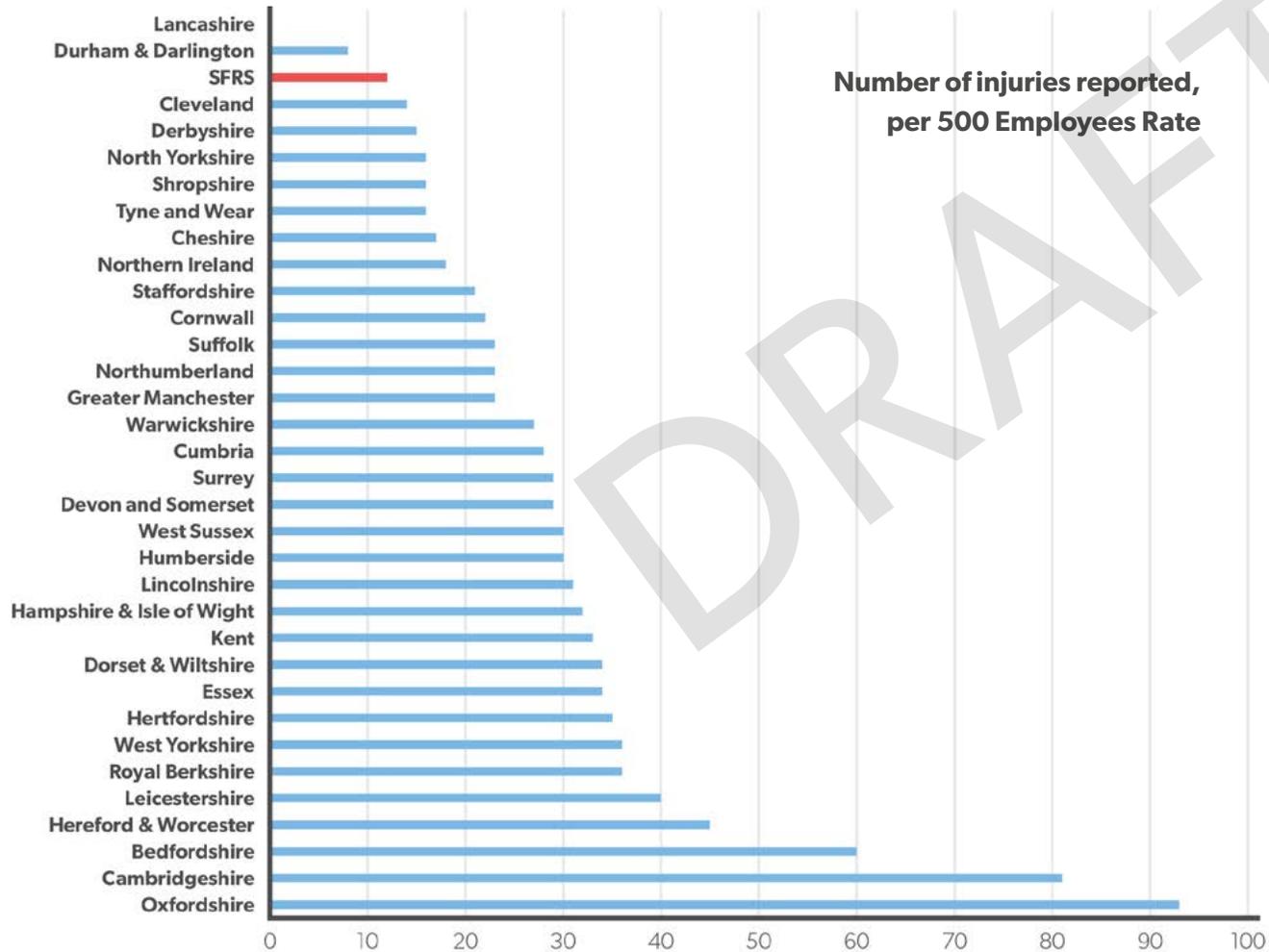
We will:

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.



Benchmarking UK FRS

(01/04/2024 – 31/03/2025)



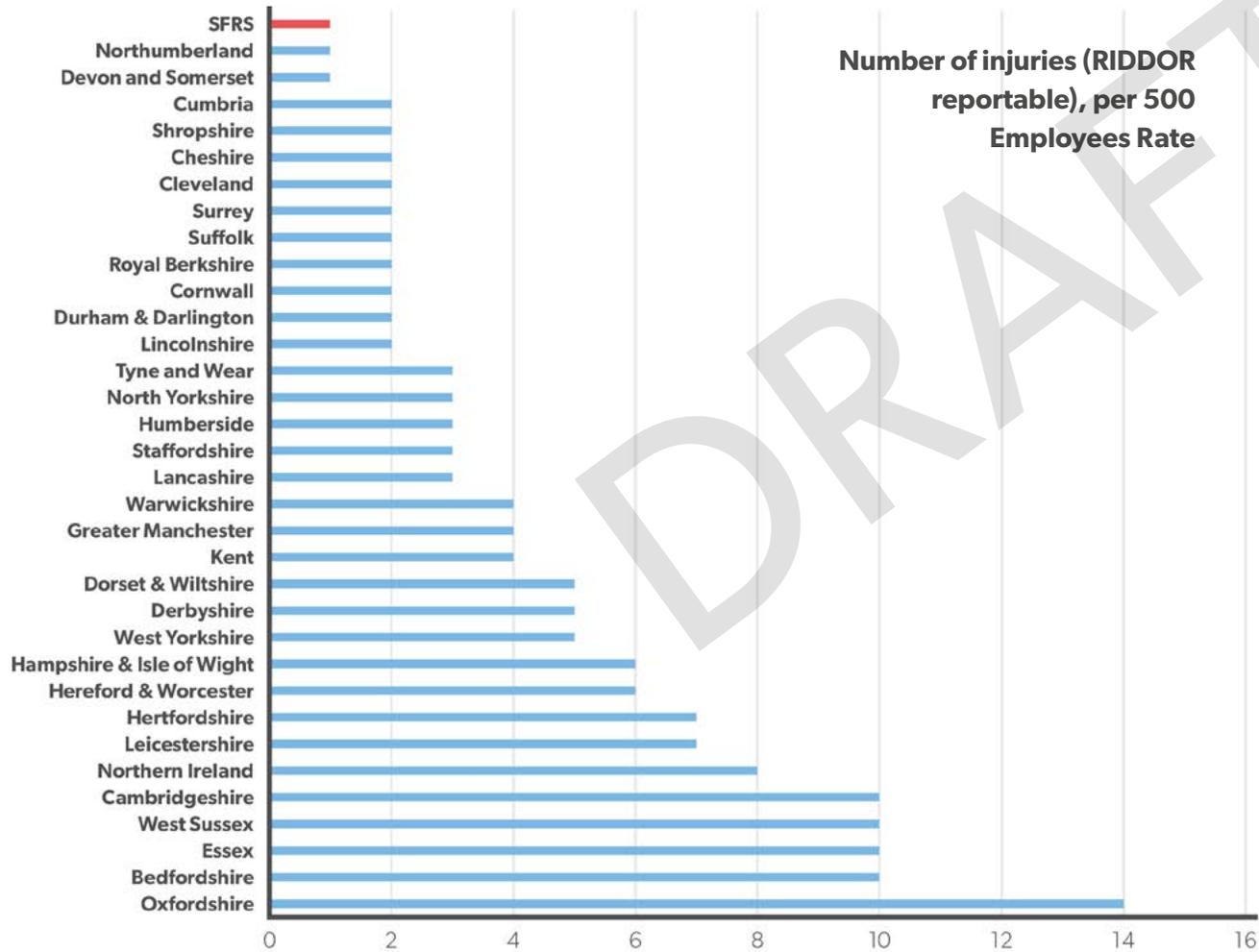
Injury and RIDDOR

SFRS 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.

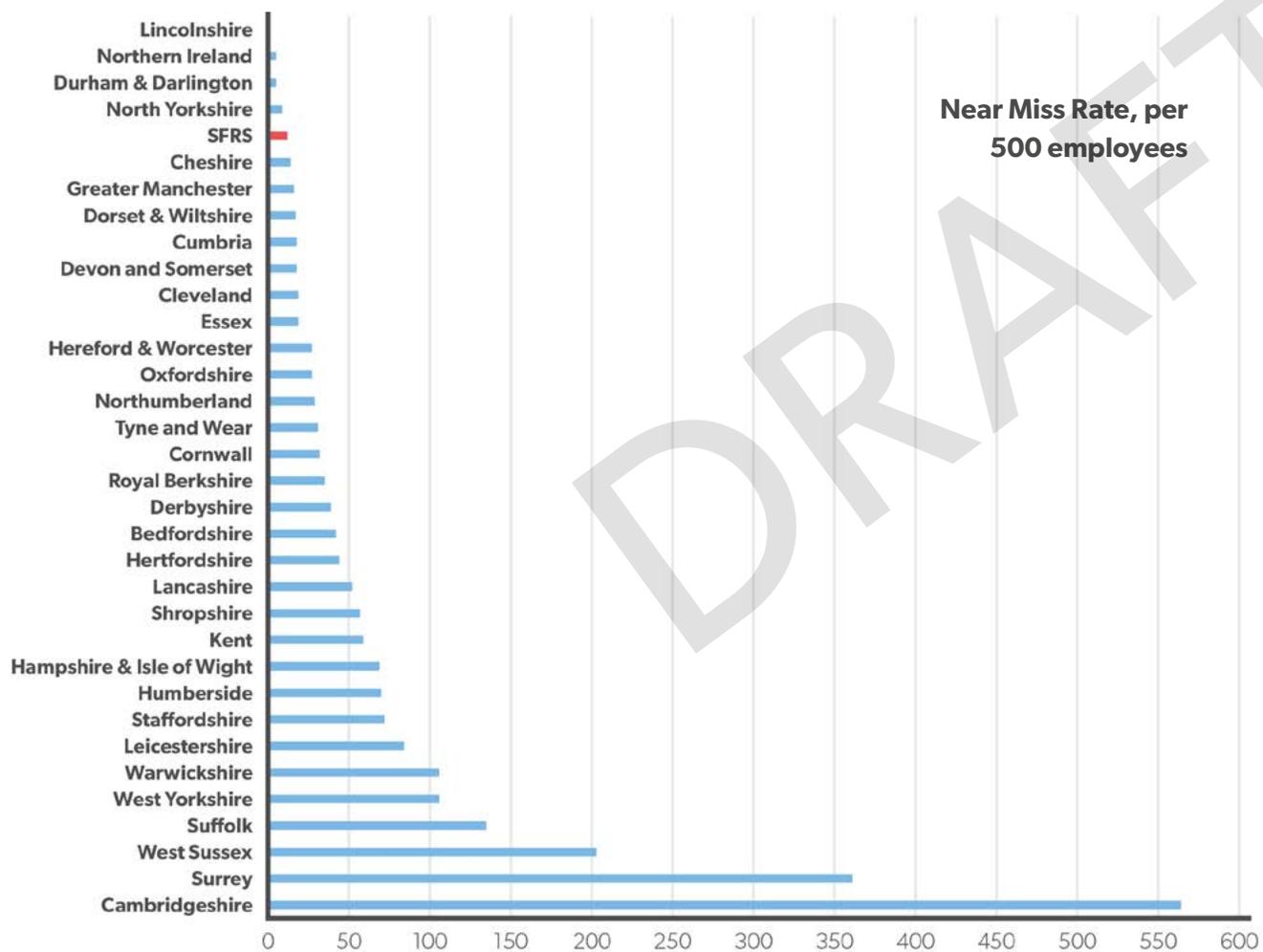
Benchmarking UK FRS

(01/04/2024 – 31/03/2025)



Benchmarking UK FRS

(01/04/2024 – 31/03/2025)



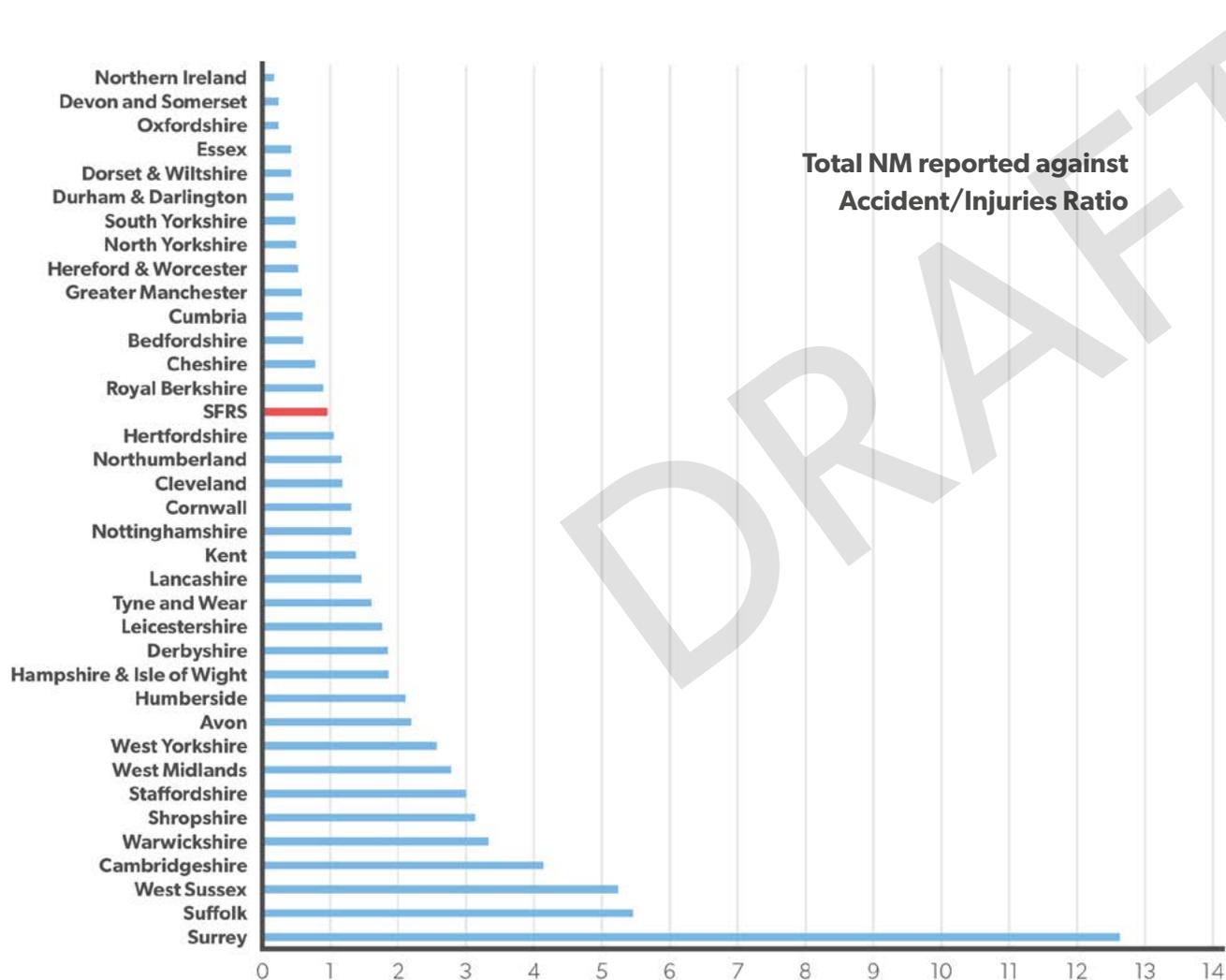
Near Miss

SFRS 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.

Benchmarking UK FRS

(01/04/2024 – 31/03/2025)



Near Miss against Accident/Injury Ratios

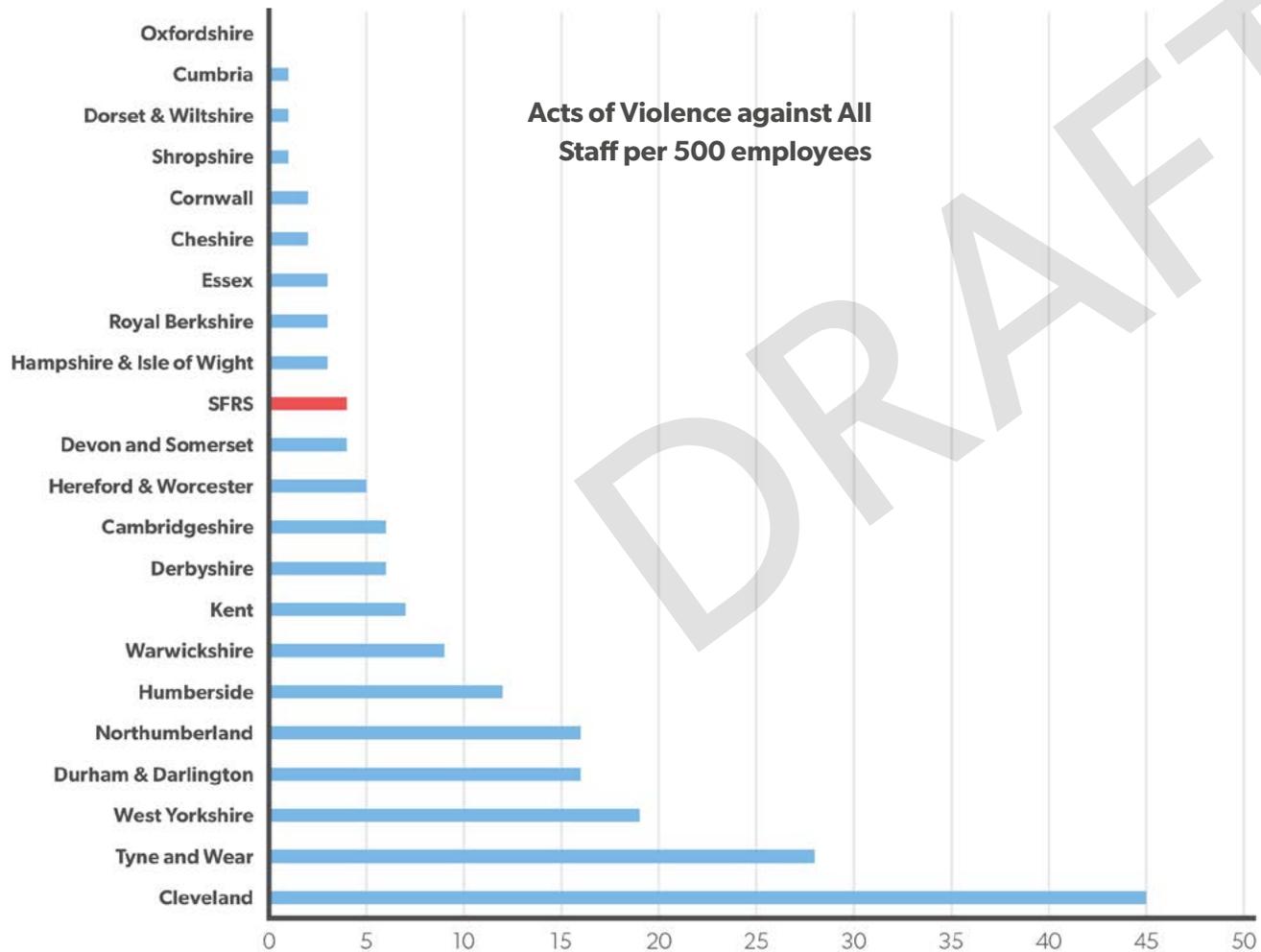
The ratio frequencies are calculated by number of NMs against recorded Accident/Injury Reports. A rate ratio of 0.96 is recorded for the SFRS, meaning that for every one accident/injury that 0.96 NM is recorded.

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.

Benchmarking UK FRS

(01/04/2024 – 31/03/2025)



All Acts of Violence

These 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.

Benchmarking UK FRS

(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.

Report it!
Physical assault
Verbal abuse
Near miss
Cuts and bruises
Injury of any kind

Please submit a report as soon as you can following the incident and seek support from your line manager.

NOT PART OF THE JOB
ASSAULT PLEDGE C

#NotPartOfTheJob

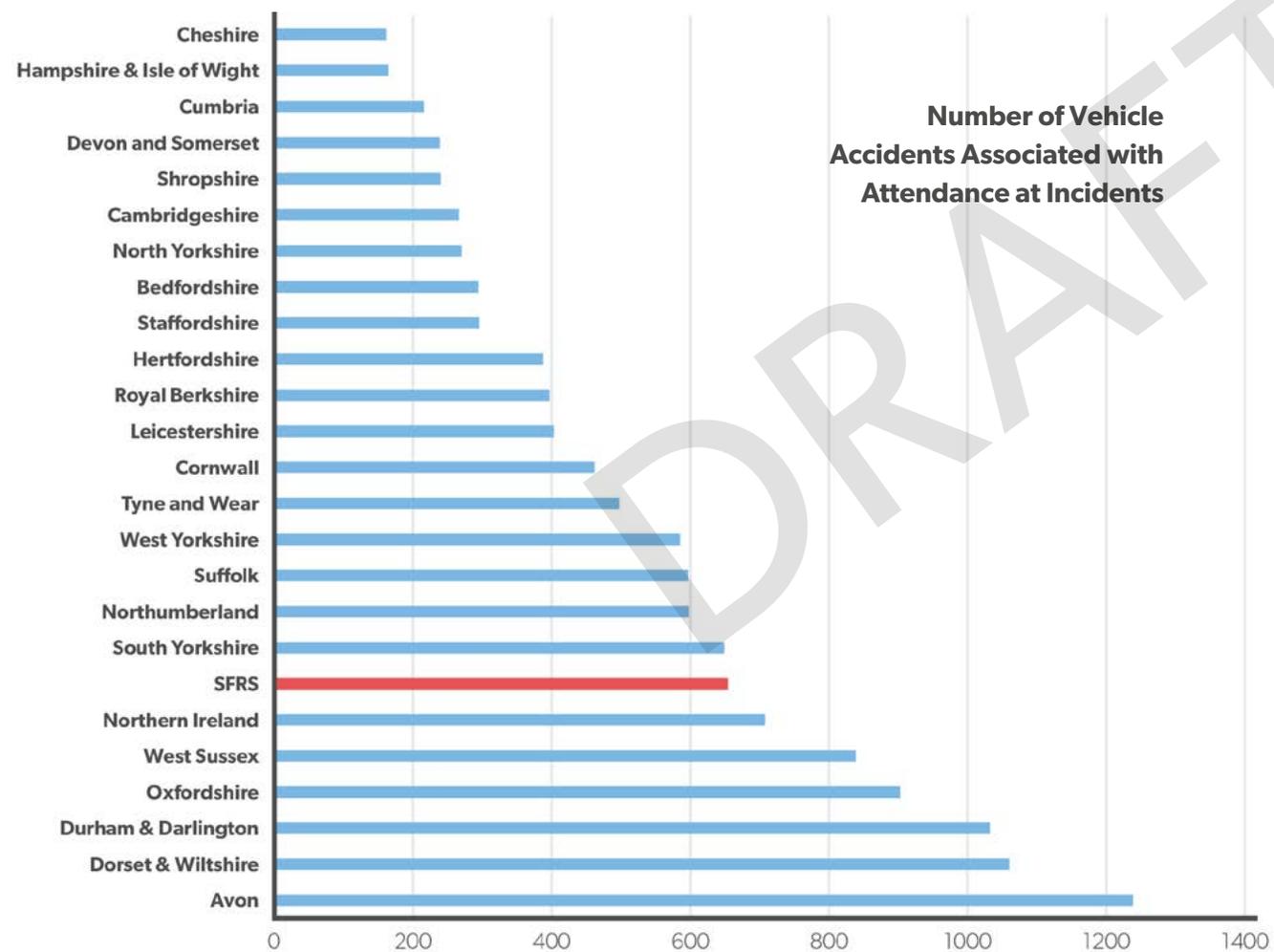
Public Health Scotland
ROULETTE AGAINST CRIME
SGF
NHS SCOTLAND
SPS SCOTTISH POLICE SERVICE
Victim Support Scotland
POLICE SCOTLAND
SCOTTISH FIRE AND RESCUE SERVICE
BRITISH TRANSPORT POLICE
Scottish Ambulance Service
LIFELINES SCOTLAND

IN CONSULTATION WITH COPFS

MFR-POSTER24-0093 - A4

Benchmarking UK FRS

(01/04/2024 – 31/03/2025)

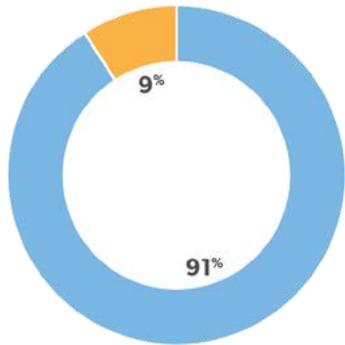


Vehicle Accidents associated with Attendance at Incidents

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

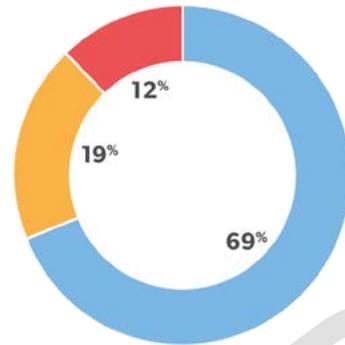
SFRS continue to promote safe driving through the work of the Driver Safety Group and Business Partner engagement.

Safety and Assurance Indicators 2024/25



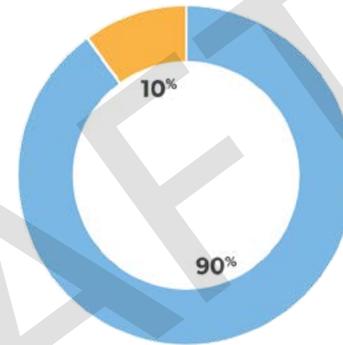
Total Event Investigations:
693 Events

- Complete
- Ongoing



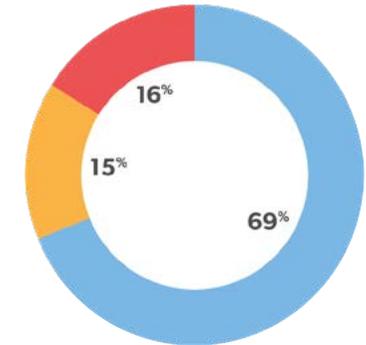
Scheduled Management Arrangement Updates: 16 in Total

- Complete
- In Governance
- Re-prioritised



Safe System of Work by Percentage

- Published
- Under Review



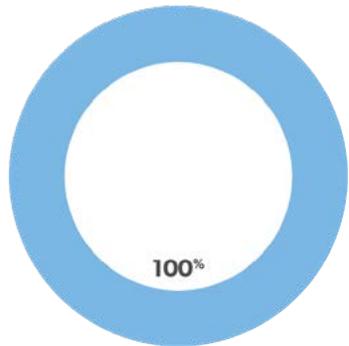
GRA Register Status

- Published
- New/In Development
- Under Review

We will:

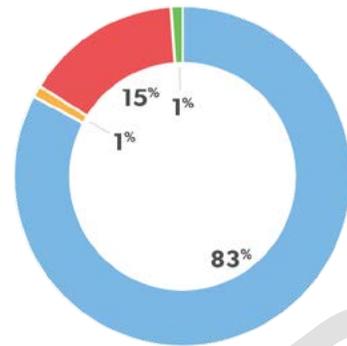
Continue to assess and communicate risks across SFRS, ensuring staff are equipped to identify and manage hazards effectively. Support business partners in reviewing risks and technical assessments, ensuring appropriate controls are implemented in line with Risk Assessment GANTT chart timelines.

Safety and Assurance Indicators 2024/25



Control of Substances Hazardous to Health (COSHH) Assessments by Percentage

Live



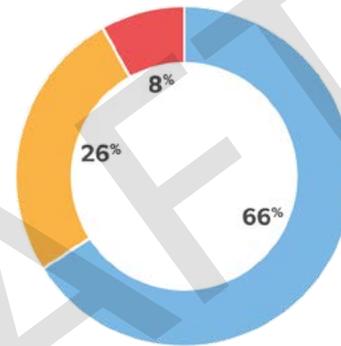
DSE Assessments

Completed

Open Ongoing

Open >2M

Rejected No LCMS

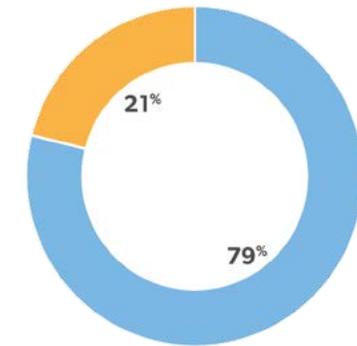


Personal Protective Equipment (PPE) Assessments by Percentage

Live

Under Review

New/In Development



Manual Handling Assessment by Percentage

Complete

Under Review

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 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: 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: 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

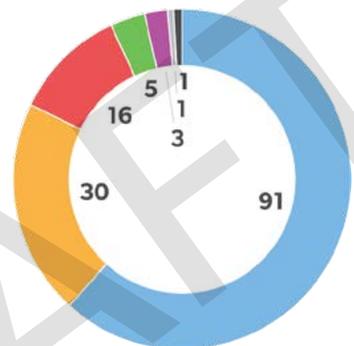
Guidance Review Register

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.

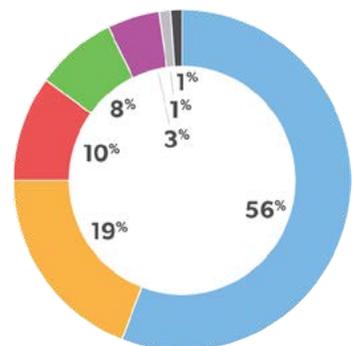
143 entries confirmed that our arrangements are up to date and reflect best practice, providing a high level of assurance to the Service. Information received resulted in 7 identified areas for improvement in our health and safety management arrangement.

Examples of updates from the Guidance Reviews include:

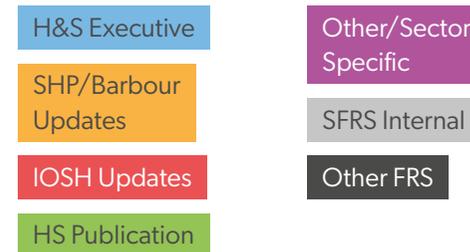
- British Compressed Gases Association; Medical Oxygen in a Vehicle, leading to a review and publication of Generic Risk Assessment 028 Transportation of Breathing Apparatus Cylinders by SFRS Personnel and Safe System of Work - 237 Transportation of BA Cylinders.
- Equality and human Rights: Employer 8 step guide to preventing sexual harassment at work guidance resulting in a review of Safety and Assurance documentation.



Outcome of Review



Reviews by Source



Legislative Compliance

Statutory Enforcement

<p>Health and Safety Executive Enforcement / Notices</p> <p>One notice against the SFRS.</p> 	<p>His Majesty's Fire Service Inspectorate</p> <p>No SA outstanding actions.</p> 
<p>Other, i.e. Local Authority</p> <p>No enforcement actions reported to SA.</p>  	

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

During 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 post-incident 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](#)

DRAFT

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.

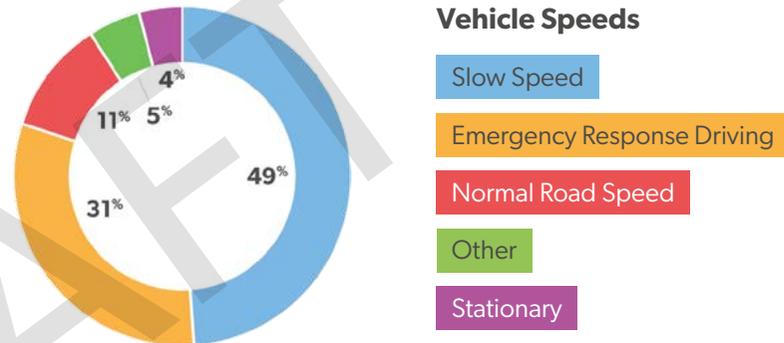
The Fleet department continues to provide updates on new vehicle specifications and legislative changes to ensure that SFERS remains legally compliant.

2024/2025 has seen the roll out of new all terrain vehicles (ATVs) and the DSG has been kept apprised 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; self-compliance 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:
<ul style="list-style-type: none"> • Accident (38) • NM (10) • VA (7) 	<ol style="list-style-type: none"> 1. Temperature 2. Manual Handling 3. 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.

Key Achievements and Improvements

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
- Offsite Training
- Water Rescue Training
- Transportation and use of Cylinders

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

Key Achievements and Improvements

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.

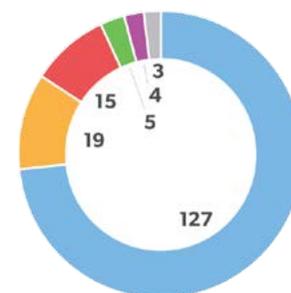


Key Achievements and Improvements

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:
<ul style="list-style-type: none"> VA (7) NM (4) Accident (2) 	<ol style="list-style-type: none"> Impact (Stationary Object) Other



Operations Improvements

- Equipment Info Cards
- Awareness Briefings
- Standard Operating Procedures
- General Info Note
- Urgent Instructions
- Policy and Operational Guidance

Key Achievements and Improvements

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:** NSDA-wide 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:
<ul style="list-style-type: none"> NM (55) VA (45) Accident (34) 	<ol style="list-style-type: none"> Impact (Moving Objects) Slips, Trips and Falls Manual Handling

Key Achievements and Improvements

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:
<ul style="list-style-type: none"> NM (56) VA (56) Accident (49) 	<ol style="list-style-type: none"> Impact (Stationary Object) Slips, Trips and Falls Manual Handling

Key Achievements and Improvements

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:
<ul style="list-style-type: none"> • VA (87) • NM (55) • Accident (43) 	<ol style="list-style-type: none"> 1. Impact (Moving Objects) 2. Manual Handling 3. 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:
<ul style="list-style-type: none"> • Accident (10) • VA (5) 	<ol style="list-style-type: none"> 1. Impact (Stationary object) 2. Slips, Trips and Falls 3. 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



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:

- Accident (1)
- VA (1)

Top causations:

1. Slips, Trips and Falls
2. 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:
<ul style="list-style-type: none"> • VA (5) • Accident (2) • AoV (1) 	<ol style="list-style-type: none"> 1. Hit Something Fixed or Stationary 2. Temperature 3. Verbal Assault

Key Achievements and Improvements

Strategic Planning, Performance and Communication



SPPC Accident Summary

Types of Events:

- AoV (2)
- Accident (1)

Top causations:

1. Verbal Assault
2. 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.

Continual Improvement

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



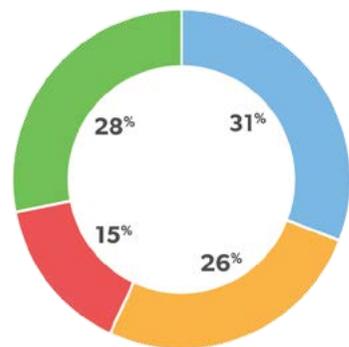
Continual Improvement

(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.



Station Audit Outcomes

Excellent

Satisfactory

Areas of Improvement

Good

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.

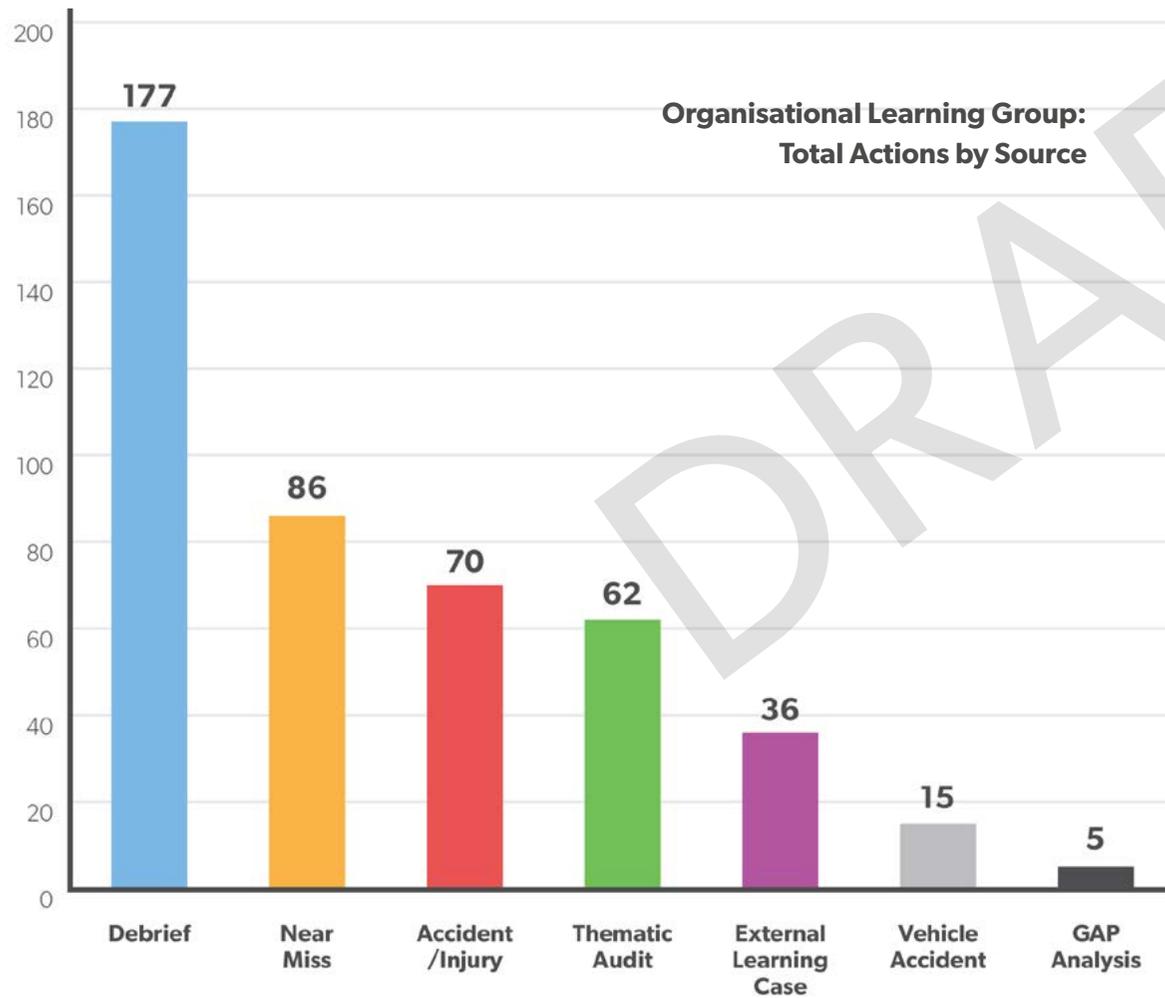
Examples of Completed Actions and Progression:

- 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 water-related 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.

Continual Improvement

(Organisational Learning Group)



Continual Improvement

(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.

5. Glossary of Terms

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

OARRS: Operational Assurance Recording and Reporting System

OLG: Organisational Learning Group

People: People Directorate

PPE: Personal Protective Equipment

Prevention: Prevention Directorate

5. Glossary of Terms

PRE: Pneumatic Rescue Equipment

PUWER: Provision and Use of Work Equipment Regulations

RIDDOR: Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

RPE: Respiratory Protective Equipment

SAIG: Safety and Assurance Improvement Group

SA: Safety and Assurance

SAMS: Safety and Assurance Management System

SDA: Service Delivery Area

SFRS: Scottish Fire and Rescue Service

SOP: Safe Operating Procedure

SPPC: Strategic Planning, Performance and Communication

SSOW: Safe System of Work

TfOC: Training for Operational Competence

TASS: Think, Act, Stay, Safe

UFAS: Unwanted Fire Alarm Signals

VA: Vehicle Accident



firescotland.gov.uk

SFRS Safety and Assurance
Annual Performance
Report 2024-2025

Version 1.0
November 2025

SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 19

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
30 April 2026	<ul style="list-style-type: none"> • 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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Annual Governance Review • Internal Audit Annual Audit Plan 2026/27 <p><u>New Business</u></p> <ul style="list-style-type: none"> • Performance Management Framework 2025-28
Special Board (Public)- 16 June 2026	<ul style="list-style-type: none"> • 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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Corporate Parenting Plan Annual Update <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • 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 <p><u>New Business</u></p> <ul style="list-style-type: none"> • Annual Employer’s Liability Claim Update 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Debt Write Off 2024-25 <p><u>New Business</u></p> <ul style="list-style-type: none"> • SDR
25 June 2026	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Risk Themes • Forward Plan • Date of Next Meeting 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • Service Delivery Review

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
27 August 2026	<ul style="list-style-type: none"> • 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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • ARAC Committee Annual Report to Board and Accountable Officer <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2026/27 Q1 • Three Year Delivery Plan Progress update Q1 • Arrangements and Outcomes of Annual Review – Effectiveness of Board • <p><u>New Business</u></p> <ul style="list-style-type: none"> • SFRS Working in Partnership 2025/26 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Annual Performance Review 2025/2026 • Annual Procurement Report 2025/26 • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
29 October 2026	<ul style="list-style-type: none"> • 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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • SFRS/Anthony Nolan Partnership Annual Report <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Capital Budget Outturn Report 2025/26 • Resource Budget Outturn Report 2025/26 <p><u>New Business</u></p> <ul style="list-style-type: none"> • Draft Safety and Assurance Annual Report 2025/26 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Board Forward Plan Schedule 2027/28 • Draft Annual Report and Accounts 2025/26 (PRIVATE) • <p><u>New Business</u></p> <ul style="list-style-type: none"> •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
17 December 2026	<ul style="list-style-type: none"> • 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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • HS Policy and Policy Statement • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2026/27 Q2 • Safety and Assurance Annual Report 2025/26 • Three-Year Delivery Plan Progress update Q2 <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> •
25 March 2027	<ul style="list-style-type: none"> • 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 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Corporate Parenting Plan Annual Update <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2026/27 Q3 • Three-Year Delivery Plan Progress update Q3 • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • <p><u>New Business</u></p> <ul style="list-style-type: none"> • 	<p><u>Standing/Regular Reports</u></p> <ul style="list-style-type: none"> • Resource Budget 2027/28 • Capital Programme 2025-2028 <p><u>New Business</u></p> <ul style="list-style-type: none"> •