



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 26 MARCH 2026 @ 0930 HRS

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

PRESENT:

Mhairi Wylie, Chair (MW)
Stuart Ballingall (SJB)
Neil Mapes (NM)
Malcolm Payton (MP)
Madeline Smith (MS)
Tim Wright (TW)

Angiolina Foster, Deputy Chair (AF)
Brian Baverstock (BB)
Therese O'Donnell (TO'D)
Andrew Smith (AS)
Paul Stollard (PS)

IN ATTENDANCE:

Stuart Stevens (SS)	Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
Andy Watt (AW)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
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 Services Manager (Item 11 only)
Ijaz Bashir (IB)	Head of Asset Management (Item 13 only)
Asha Narsapur (AN)	Legal Services Manager (Item 23 only)
Jim Holden (JH)	Head of Safety and Assurance (Item 23 only)
Richard Whetton (RW)	Head of Governance, Strategy and Performance (Item 23 only)
Christopher Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support/Minutes
Debbie Hadow (DJH)	Board Support/Minutes

OBSERVERS:

Robert Scott, HMFSI
Colin Brown, Fire Brigades 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 There were no apologies.

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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 23 – Board Legal/Governance Requirements* would be taken in private the subject matter being the subject of legal proceedings (Standing Order 9D) (Items 23).

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

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

- Madeline Smith, Board Member of Scottish Ambulance Service
- Paul Stollard, Chair of Board of Institute of Fire Engineers

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

5 MINUTES OF PREVIOUS MEETINGS:

5.1 Thursday 18 December 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 18 December 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.

Action 11 PMF Quarterly Performance Report 2025/26 (18/12/2025): Discussed and agreed that this action be re-opened until the AI Policy had been finalised and approved by the Strategic Leadership Team.

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 MW presented the Chair's Update report which noted events that had occurred since the Board meeting held on 18 December 2025 and highlighted the following:

- Update on Board Members recruitment process. Interviews were scheduled at the end of April 2026 with the intention to appoint 5 successful candidates.

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

9 CHIEF OFFICER'S REPORT

9.1 SS presented the Chief Officer's report noting events which had occurred since the Board meeting held on 18 December 2025 and highlighted the following:

- Significant and complex incident at Union Street, Glasgow. Resources deployed including 18 appliances, height appliances, specialist vehicles and crews from Glasgow and across Scotland. Crews worked tirelessly to contain and control the incident and protect the neighbouring train station and hotel. Thanks were extended to all those involved in the incident, Operations Control (OC), partner agencies and

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the communities of Glasgow. Multi agency investigation was ongoing and debrief would be undertaken.

- Close monitoring of the Middle East events from a preparedness perspective and monitoring of risks that may emerge.
- Launch of Wholetime recruitment process with circa 3,500 applicants within the first few days.
- Wholetime Trainee Course commenced last week with 72 trainees, including 11 females.
- ESMCP In Vehicle Solution had commenced rollout this week. This would provide enhancements in navigation to incidents and operational intelligence.
- Attendance at Cheapside Street Memorial (Friday 27 March 2026).

9.2 The Board commented on the level of resource deployed to the Union Street incident. SS noted that the incident was adequately resourced due to the ability, as a national organisation, to deploy resources from across Scotland. SS further noted that the incident demonstrated the correct national location for specialist resources.

9.3 During the Union Street incident, OC were co-ordinating appliances/resources, whilst continuing to manage business as usual activities across the whole of Scotland. SS commended all those involved in the incident and noted that there were no reported injuries to personnel or public.

9.4 The Board commented on the importance of seeking additional funding from Scottish Government for training as this was critical to ensure the safety of firefighters and communities. SS noted that this significant incident demonstrated the need for firefighters to be appropriately resourced, trained and equipped. SS reminded the Board that the Service was Scotland's insurance policy and there was a case to be made for investment to safeguard the infrastructure of Scotland.

9.5 In regard to the debrief, AW noted that this would focus on lessons learned with a case study to maximise learning opportunities. AW further noted that consideration could be given to bringing this to a future Strategy Day.

9.6 The Board queried whether there were any delays for crews/stations returning to full operational capacity after an incident of this size. DF provided an overview of the process of repatriation of equipment and welfare and/or relief arrangements for crews. DF noted that once these measures had been completed, the crews were once again ready for operational activities.

9.7 Area Commander Andrew Kenna, who was observing the meeting, offered his thanks to the Glasgow and wider crews in attendance and commended the partnership approach maintained throughout and after the incident.

9.8 **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: 5 February 2026

SJB reported that the Committee held a public meeting on 5 February 2026 and referred the Board to the attached draft minutes, highlighting the following:

- Specific request by the Committee for feedback from end users on whether the lifecycle helped or hindered delivery of change. To be brought to the next meeting.
- People, Payroll and Finance Project update. The Committee challenged the timescale and costs incurred to achieve the current position. Lessons learned report to be brought to the next meeting.

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10.1.2 In regard to the PPF lessons learned report, the Board noted the need for the Service to be more agile in identifying any problems, solutions and making changes.

10.1.3 MW thanked SJB for his contributions throughout his tenure as Chair of this Committee and welcomed TO'D as the new Chair. MW advised that the revised Committee structure would be brought to the next meeting.

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

10.2 **Audit and Risk Assurance Committee (ARAC)**

10.2.1 Draft Minutes of Meeting: 22 January 2026

BB reported that the Committee held a public meeting on 22 January 2026 and referred the Board to the attached draft minutes, highlighting the following:

- Internal Audit report on Risk Management, which highlighted areas of good practice and improvement, presentation of risk and horizon scanning.
- Discussion on the benefits of a single overview report on all external assurance sources. Work was ongoing to progress this and an update would be brought to a future meeting.
- Risk spotlight on Vulnerabilities within On Call System from Deputy Assistant Chief Officer Ian McMeekin. The spotlight was from the perspective of financial risk and also covered operational risk. Thanks were extended to DACO McMeekin.

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

10.3 **People Committee (PC)**

10.3.1 Approved Minutes: 11 December 2025

MS presented the approved minutes from the public meeting held on 11 December 2025, noting that a verbal update was provided at the last meeting.

10.3.2 Verbal Update of Meeting: 5 March 2026

MS chaired the public Committee meeting on 5 March 2026 and highlighted the following:

- Risk Report moved to the top of the agenda for increased focus on high risks and whether they would be addressed within subsequent reports.
- Quarterly performance report for the People, Training, and Safety and Assurance functions.
- Update and presentation on continuing organisational culture and leadership work.
- Quarterly Contaminants Update.
- Risk spotlight on On Call Improvement Programme from DACO Ian McMeekin. The spotlight focused on the improvement programme and the progress being made.
- Informal workshop session held to discuss and have early sight of the draft People Strategy. Potential for other workshops to be held in future.

10.3.3

The Board noted the approved minutes and verbal update.

10.4 **Service Delivery Committee (SDC)**

10.4.1 Verbal update of Meeting: 24 February 2026

TW reported that the Committee held a public meeting on 24 February 2026 and highlighted the following:

- Presentation from Local Senior Officer Kevin Murphy, East, North and South Ayrshire (ENSA).
- Overview of the Collaboration for Health Equity in Scotland work being carried out in the ENSA area.
- Report on the Wildfire Season 2025 which highlighted the impact of proacted and significant incidents.

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- Presentation on the reformatted Risk Report and the use of PowerBI to improve coordination of updates, etc.

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

10.5 **Reform Collaboration Group (RCG)**

10.5.1 MW reminded the Board that Scottish Ambulance Service had taken over the chairing and administration role for this group.

10.5.2 The RCG meeting held on 9 February 2026 focused on consolidation of workstreams and noted that a briefing paper from that meeting would be circulated to the Board.

ACTION: MMcA

10.5.3 A meeting was held with the Minister for Justice and Home Affairs on 26 February 2026 to provide an update on the current position.

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

(C Fitzpatrick joined the meeting at 1020 hrs)

11 PERFORMANCE MANAGEMENT FRAMEWORK QUARTERLY PERFORMANCE 2025/26

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

- KPI 16 (On Call First Appliance) – Changes to the Rostering system during this reporting period which has impacted on data collection.
- KPI 18 (Operational Intelligence Inspections) – Data not available due to issues with QlikView and good progress was being made to rectify the situation.
- KPI 7 (High Risk HFSV) - No longer reportable because of changes to the prevention process and all visits are now conducted or aligned with the revised identification criteria.
- KPI 8 (Partner Referrals) – Reporting to commence in Q4 once the new system was live.
- KPI 4 (Fire Fatalities) – Remains below the 10-year average.
- KPI 5 (Fire Casualties) – Remains below average.
- KPI10 (Accidental Dwelling Fires) – Remains below the baseline.
- KPI 17 (Wholetime Availability) – Remains above confidence levels.
- KPI 37 (Data Breaches) – Incidents have increased during this reporting period.

11.2 Brief discussion took place on the volume of information being presented within the report and the need for more clarity around any specific areas of concern.

11.3 In regard to KPI 14 (Response Time) and KPI 15 (Call Handling Time), DF reminded the Board that the Service Delivery Committee regularly scrutinised these measures. DF commented on the correlation between outcomes and long-term improvements in accidental dwelling fires, etc, previous challenges and the recent improvement within OC. DF offered his assurance that he had no concerns regarding these measures.

11.4 MMcA referenced recent SLT discussions on the format and potential refocusing of this report and would provide a timeline on when this would be available.

ACTION: MMcA

11.5 The Board commented on the level of overlapping scrutiny between Committees and Board and the need to reduce this duplication. Consideration should be given to the flow of assurance from Committees and how this is reported to the Board. Draft Committee template to be discussed at the next IGF meeting (9 April).

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- 11.6 MMcA advised the Board that the PMF 2025-2028 will be presented to the next Board meeting (April) for approval and if approved, Quarter 1 reporting would be available for the next meeting cycle.
- 11.7 In regard to the research work with Northumberland University, CF noted that this work was currently one month behind track and the projected timeline may need to be adjusted. The Board queried whether there was scope to pull the work back in line with the original timeline as this area was relative to the Service Delivery Review. MMcA and CF to discuss off table.
- 11.8 In regard to KPI 46 (Operations Control Recruitment), the Board noted that additional narrative on the project timescale for improvements would be helpful.
- 11.9 In regard to KPI 56 (Health and Safety Improvement Plans), the Board noted and welcomed the 100% rates for recent consecutive quarters.
- 11.10 In regard to KPI 18 (OI Inspections), DS noted that the issue with integration with QlikView had been resolved in February 2026. DS commented on the need for improved communications and how this would be progressed through the Assurance Design Forum. DS further noted the intention to centrally compile contract management information in the future.
- 11.11 In regard to increased data breach incidents, MMcA advised that these were internal low-level incidents by individual members of staff. The Information Governance Group were reinvigorating training packages to raise awareness.

11.12 **The Board scrutinised the report.**

(C Fitzpatrick left the meeting at 1046 hrs)

12 THREE-YEAR DELIVERY PLAN 2025-28: QUARTER 3 2025/26 PROGRESS REPORT

- 12.1 MMcA presented the Board with the quarter 3 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:
- Nine actions have been completed, 20 actions were on track (green), 6 actions were reporting Amber.
- 12.2 In regard to SC8.2 (pay and reward framework), LG advised that there had been a delay in engaging with the representative bodies, however work remained on track and the external providers were scheduled to complete next week. LG outlined the governance pathway for the options for consideration and final recommendations.
- 12.3 In regard to SC9.2 (service delivery review), DF advised that the revised due date remained viable and the team continued to work towards this.
- 12.4 In regard to SC9.3 (alternative delivery models), JH noted that there were existing Grey Book compliant Day Shift Duty System (DSDS) shift systems and this was currently in place at Livingston Fire Station. JH noted that engagement had commenced and good progress was being made. It was noted that nucleus crewing formed part of the conversation but there were no specific negotiations on this crewing model.
- 12.5 In regard to the 6 main projects under review, the Board questioned how these were prioritised and how they would be strategically managed to ensure continued alignment with the Service's objectives. SO'D noted that the Service's long-term vision was being refreshed with the aim to anchor ongoing and future projects within the framework. This

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would be submitted to a future Strategic Planning and Change Committee meeting for consideration.

- 12.6 In regard to revised dates, the Board noted that greater clarity was required on where these originated and/or were approved, to ensure accountability and transparency in project management.
- 12.7 The Board queried the level of manual data entry and noted the need for integrated dashboards. MMcA referenced recent discussions at the Audit and Risk Assurance Committee and confirmed that work continued to progress the automation of processes.
- 12.8 In regard to SC11.3 (BA renewal), CMcG advised that additional resources had been secured within the team and the project remains on track.
- 12.9 In regard to the leadership, culture and development, SS highlighted the improved position and the work undertaken to bring this back on track.
- 12.10 **The Board scrutinised the report.**

*(Meeting broke at 1100 hrs and reconvened at 1110 hrs)
(I Bashir joined the meeting at 1110 hrs)*

13 CAPITAL PROGRAMME 2026-2030

- 13.1 DS presented a report to the Board seeking 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. The Board were asked to note that the business case seeking approval to retain capital receipts from the sale of Cowcaddens had been submitted to Scottish Government.
- 13.2 IB provided benchmarking data comparing SFRS new build costs with other fire services and public sector projects and confirmed that these costs were in line with industry standards.
- 13.3 In regard to the use of frameworks versus traditional open tendering, IB noted that the Service were currently using both processes to test both the process and costs differences.
- 13.4 In regard to the Dalkeith project costs and any potential savings, IB referenced the approved Asset Management Policy, noted that the Service would continue to look at the whole life costs and challenge costs, if deemed appropriate.
- 13.5 In regard to energy projects, IB noted that the normal payback period was under 10 years. The only exception being the Building Management System, but this provided other benefits such as remote controlling of systems.
- 13.6 IB advised that discussions were ongoing with HSE in regard to identifying locations for portable On Call Welfare solutions, and in addition, the Service were also pro-actively undertaking inspection work to progress this area.
- 13.7 IB highlighted the significant proposed investment in training estate and the breathing apparatus programme.
- 13.8 In regard to prioritisation of projects, IB confirmed that a risk-based approach and balance of large and small projects had been taken. Brief discussion took place on the Service's ability to adjust prioritisation levels for projects within the programme as necessary. It was noted that over and above the 15 specific dignified

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facilities/contaminant control projects, whenever possible any other work undertaken would also improve these areas.

- 13.9 In regard to RAAC affected premises, IB outlined the continual inspection process and remedial works undertaken. IB noted that in some cases, the only viable solution for some premises was a new build.
- 13.10 DS advised that the budget settlement for Scottish Government for Resource and Capital was 3 and 4 years, respectively, with the first year confirmed and subsequent years remaining indicative.
- 13.11 In regard to investment in fleet, it was confirmed that the same rigour and focus had been applied and this forms part of the risk-based investment plan.
- 13.12 In regard to investment into training assets, CMcG offered assurances that the Service were focussed on delivering training to replicate real-life scenarios within a controlled environment. CMcG noted that the Service were on the right trajectory but needed to proceed at a measured pace to maintain adequate investment in existing facilities.
- 13.13 The Board commented on the inclusion of national resilience assets with the capital plan. Brief discussion took place on the potential funding and flexibility required should additional funding not be provided from Scottish Government. It was noted that future investment would be prioritised and based on localised requirements. The Service would continue to engage with Scottish Government in relation to securing additional funding.
- 13.14 **The Board approved the Capital Programme 2026-2030, recognising that figures for years 2, 3 and 4 are indicative and will be refined in future years.**

(I Bashir left the meeting at 1157 hrs)

14 RESOURCE BUDGET 2026/27

- 14.1 DS presented a report to the Board seeking approval of the proposed Resource Budget 2026/27. 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.
- 14.2 DS advised that the budget had been constructed using a risk-based prioritisation approach with the clear intention to protect frontline delivery, maintain statutory compliance, ensure firefighter and community safety. The balanced budget of £353.62 million, contains an in-year unallocated savings requirement of £6.2 million which will have to be managed through controls, prioritisation and disciplined financial management. DS noted that Scottish Government had provided assurances for additional non-reoccurring funding up to £4.0 million within the spring budget revision on a conditional basis.
- 14.3 The Board recognised the complexities in achieving a balanced budget and highlighted the £12.5 million identified investment/costs pressures that had been removed from the 2026/27 baseline.
- 14.4 The Board welcomed the inclusion of modelling of potential workforce and appliance reductions across the 3-year period to help illustrate the funding gap. The Board were advised that the illustration of 26 appliances being lost accounted for a quarter of the whole time appliances across Scotland.
- 14.5 Brief discussion took place on the current run rate, additional cost savings/pressures and a more explicit strategy for future years. The Board highlighted concerns on the

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impact of flat cash settlements and the need to clearly communicate these concerns and risks with Scottish Government.

- 14.6 The Board commented on the language within the report, in particular the potential misunderstanding of the meaning of protecting the frontline. It was clarified that this refers to ensuring the Service maintains the ability to operate safely for personnel and the communities of Scotland.
- 14.7 The Board queried the risk around additional inflationary costs. DS noted that the Service would continue to monitor and undertake analysis modelling and would keep the Board updated on any potential risks.
- 14.8 The Board noted the adjusted vacancy factor for support staff in the short term and commented on the potential negative impact this would have on the Service as a whole.
- 14.9 The Board discussed their concerns on the acceptability of the balanced budget with in-year unallocated savings requirement of £6.2 million and the additional funding of £4.0 million from Scottish Government. The Board were reminded that the funding gap of £2.2 million, although not insignificant, equated to less than 1% of the overall budget.
- 14.10 SS noted that the report highlighted that the SLT had been explicit that certain risks had been classified as manageable rather than eliminated. These risks remained present and would be carefully monitored through the risk register, control measures and SLT oversight.
- 14.11 The Board expressed concern that a flat cash in years 2 and 3 was not sustainable and did not believe they could responsibly plan for future years on this basis. The Board believed there needed to be a re-evaluation of the funding structure for the SFRS to reflect its importance to the safety of the communities of Scotland, whilst ensuring that SFRS have the power to provide those services in the safest environment possible for our firefighters.
- 14.15 The Board have instructed the Chair and Chief Officer to separately write to Scottish Government and the relevant Minister to express the outcomes of this item, detailing the undernoted recommendations and the views of the Board following consideration of this item.

ACTION: SS/MW

- 14.16 **The Board:**
- **Approved 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.**
 - **Endorsed and agreed with the concerns of the executive in relation to the proposed SFRS flat cash budget for years 2 and 3.**
 - **Supported 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.**
 - **Supported continued, constructive engagement with the Scottish Government to manage the 2026/27 in year pressures and secure a sustainable funding position.**

(The meeting broke at 1255 hrs and reconvened at 1350 hrs)

15 RESOURCE BUDGET MONITORING FEBRUARY 2026

15.1 DS presented a report advising the Board of the resource budget position for the period ending 28 February 2026. 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 underspend of £1.1.24 million and a forecast year-end overspend of £0.324 million.

- Wholetime employee costs underspent by £0.226 million due to current vacancy levels and reduction in overtime costs.
- Operations Control employee costs underspent by £0.364 million due to current vacancy levels.
- On Call employee costs overspent by £0.418 million due to operational demand and increased national insurance contributions.
- Support staff employee costs overspent by £0.687 million due to current staffing above agreed vacancy factor.
- Reduction in Utilities consumption and water credit was partially offset by an increase in repairs and maintenance costs.
- Supplies and Services remain under pressure due to hydrant and transport costs.
- Increased income level due to a legal settlement and modern apprenticeship and additional non-reoccurring funding from Scottish Government.
- Contingency fundings of £0.930 million currently being held and would offset annual accruals and other year-end employee related costs.

15.2 The Board acknowledged the improved position in relation to the Wholetime overtime costs.

15.3 In regard to the underspend in property costs, DS advised that work had been undertaken to review and prioritise additional spend opportunities prior to year end.

15.4 **The Board scrutinised the resource budget position for the period ending 28 February 2026.**

16 CAPITAL BUDGET MONITORING REPORT

16.1 DS presented a report advising the Board of the actual and committed expenditure against the 2025/26 capital budget position for the period ending 28 February 2026. It was currently anticipated that expenditure of £48.437 million would be spent out by 31 March 2026. The following key points were highlighted:

- Year end forecast remains on track for full spend.
- Areas of risk which are being actively managed related to property and specialist vehicles procurement.
- Lessons learned, year end review and full review of capital programme 2026-27 to be undertaken.

16.2 The Board queried how conservative the Service were in relation to the year end position and commented on the challenges in managing a one year capital programme that does not allow any carry forward. DS advised that work would continue to review and manage the financial position.

16.3 Brief discussion took place on the difficulties of managing a capital programme on a single year basis, the ability and need for multi-year planning along with a timely decision on the £15 million indicative receipt.

16.4 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 28 February 2026 and noted the actions being taken.**

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- 17 **SAFETY AND ASSURANCE ANNUAL PERFORMANCE REPORT 2024-25**
- 17.1 CMcG presented the report to the Board for scrutiny of the Safety and Assurance Annual Performance Report 2024-25, noting that it had already been scrutinised by the People Committee. The following key points were highlighted:
- Comprehensive report of annual activity over the period stated 2024-25.
 - Areas covered included operational assurance, health and safety, wellbeing, debriefing, and management of firefighter contaminants.
 - Positive trends included the reduction in accidents and injuries, continued progress and management of RIDDOR reportable events, reduction in vehicle accident rates, and improved completion rates for health and safety improvement plans across the Service.
 - Positive progress of the contaminants programme.
 - Ongoing focus on near miss reporting, reliability of digital systems and long-term resource and capability of pressures associated with the assurance activity.
- 17.2 The Board welcomed the opportunity to scrutinise this report and noted that, for more thorough scrutiny, it would be helpful if the report was presented to the Board earlier in future years. It was noted that the People Committee receive quarterly performance reports and had previously scrutinised the report. Consideration to be given on how assurances from the People Committee could be presented to the Board and how future iterations of the report would be presented. It was noted that a draft Committee Report Template had been developed and would be discussed at the Integrated Governance Forum. The Board were reminded that the new Performance Management Framework, which would be presented at the April meeting, would contain the link across the sources of assurance.
- 17.3 The Board, referencing their health and safety responsibilities, commented on the lack of governance oversight and outcomes of health and safety matters within the report.
- 17.4 In regard to near miss reporting and benchmarking data, CMcG noted that the Service continued to raise awareness internally as well as learning and identifying best practice from other Services.
- 17.5 The Board commented on the resource and costs involved in producing this type of graphic report and that consideration should be given whether this remained appropriate.
- 17.6 JH noted that a similar report for Prevention would be prepared and presented at a future Strategy Day.
- 17.7 The Board acknowledged the progression of the report over recent years, the Service's performance across all areas and thanked all those involved.
- 17.8 **The Board scrutinised the report.**
- 18 RISK THEMES**
- 18.1 The following risk themes were identified:
- Consideration of how budget-related risks are reflected.
- 18.2 There were no new or emerging risks identified during this meeting.
- 19 FORWARD PLAN**
- 19.1 The Forward Plan was noted and would be kept under review and subject to change.

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20 DATE OF NEXT MEETING

20.1 The next public meeting of the Board is scheduled to take place on Thursday 30 April 2026.

20.2 There being no further matters to discuss in public, the meeting closed at 1426 hrs.

(The meeting broke at 1426 hrs and reconvened in private session at 1440 hrs)

PRIVATE SESSION

21 MINUTES OF PREVIOUS PRIVATE MEETINGS:

21.1 Thursday 18 December 2025

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

21.2 Thursday 26 February 2026

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

21.3 Matters Arising

21.3.1 There were no matters arising.

22 PRIVATE ACTION LOG

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

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

23 BOARD LEGAL/GOVERNANCE REQUIREMENTS

23.1 AW and AN presented a comprehensive report to the Board providing guidance and framework on their legal/governance responsibilities in relation to the actions which are to be carried out by the Executive Steering Group; to provide guidance of oversight of the actions and decisions which should be made by the Board; and to advise on the delegated authority of the Executive Steering Group.

23.2 **The Board noted the report.**

There being no further matters to discuss in private, the meeting closed at 1536 hrs.