22 October 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 29 October 2026

Time: 1000 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



MHAIRI WYLIE
Chair

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

PUBLIC MEETING - THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE

THURSDAY 29 OCTOBER 2026 @ 1000 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 MEETING(S): *M Wylie*

5.1 Thursday 27 August 2026 *(attached)*

5.2 Thursday 24 September 2026 (Special) *(attached)*

The Board is asked to approve the minute of the previous meeting(s).

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.

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

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*** — *T O'Donnell*
- *Draft Minutes of Meeting: 6 August 2026 (attached)*

10.2 ***Audit & Risk Assurance Committee*** — *M Payton*
- *Draft Minutes of Meeting: 16 July 2026 (attached)*
- *Verbal Update of Meeting: 20 October 2026 (verbal)*

10.3 ***People Committee:*** — *M Smith*
- *Draft Minutes of Meeting: 17 September 2026 (attached)*

10.4 ***Service Delivery Committee****:* — *A Foster*
- *Draft Minutes of Meeting: 8 September 2026 (attached)*

10.5 ***Reform Collaboration Group***
- *Reform Collaboration Group Main Board (verbal)* — *M Wylie*

11 **QUARTERLY PERFORMANCE MANAGEMENT REPORT – 2026-27 Q1** (*attached*) — *M McAteer*

The Board is asked to scrutinise the report.

12 **BOARD MEMBER APPOINTMENTS AND REVIEW OF COMMITTEE STRUCTURE** *(attached)* — *M McAteer*

The Board is asked to approve the report.

13 **BOARD FORWARD PLAN SCHEDULE 2027-28** *(attached)* — *M McAteer*

The Board is asked to approve the report.

14 **ANNUAL PROCUREMENT REPORT** *(attached)* — *J Wallace*

The Board is asked to approve the report.

15 **RESOURCE BUDGET MONITORING REPORT** *(attached)* — *J Wallace*

The Board is asked to scrutinise the report.

16 **CAPITAL BUDGET MONITORING REPORT** *(attached)* — *J Wallace*

The Board is asked to scrutinise the report.

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

17 **RESOURCE BUDGET OUTTURN REPORT 2025/26** *J Wallace*
(attached)

The Board is asked to scrutinise the report.

18 **CAPITAL BUDGET OUTTURN REPORT 2025/26**
(attached) *J Wallace*

The Board is asked to scrutinise the report.

19 **DRAFT HEALTH, SAFETY, WELLBEING AND ASSURANCE ANNUAL PERFORMANCE REPORT 2025-26** *(attached)* *C McGoldrick*

The Board is asked to scrutinise the report.

20 **SFRS WORKING IN PARTNERSHIP 2025/26** *(attached)* *M McAteer*

The Board is asked to scrutinise the report.

21 **RISK THEMES** *(verbal)* *M Wylie*

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

22 **FORWARD PLAN** *(attached)* *Board Support*

The Board is asked to note the update.

23 **DATE OF NEXT MEETING**
The next formal meeting will be held on Thursday 17 December 2026.

Reports for Information only
- **SFRS/Anthony Nolan Partnership Annual Report Academic Year 2025026**

PRIVATE SESSION

24 **MINUTES OF PREVIOUS PRIVATE MEETING(s):** *M Wylie*
24.1 **Thursday 27 August 2026** *(attached)*
24.2 **Thursday 24 September 2026 (Special)** *(attached)*

The Board is asked to approve the minute of the previous meeting(s).

25 **LIABILITY CLAIM AGAINST SCOTTISH FIRE AND RESCUE SERVICE**
(attached) *D Johnston*

The Board is asked to approve the report.

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

26 EXTERNAL AUDIT – SFRS ANNUAL AUDIT REPORT 2025/26 *(attached)* *Audit Scotland*

The Board is asked to approve the report.

27 DRAFT ANNUAL REPORT AND ACCOUNTS 2025/26 *(attached)* *J Wallace*

The Board is asked to approve the report.

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

Agenda Item 5.1

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 27 AUGUST 2026 @ 1000 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)
Andrew Smith (AS)
Paul Stollard (PS)
Angiolina Foster, Deputy Chair (AF)
Therese O'Donnell (TO'D)
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)
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 Governance, Strategy and Change
James Wallace (JW)	Director of Finance, Digital and Infrastructure
David Johnston (DJ)	Risk and Audit Manager (Item 20 only)
Christopher Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Andrew Hearn, HMFSI
Colin Brown, FBU

1 CHAIR'S WELCOME

1.1 The Chair opened the meeting welcoming those attending and observing via MS Teams. 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.

1.2 On behalf of the Board, the Chair extended her thanks and appreciation to Board Members Brian Baverstock, Tim Wright and Paul Stollard for their hard work, focus and contributions, throughout their tenure, ahead of their pending retirement/resignation.

1.3 On behalf of the Board, the Chair extended a welcome to James Wallace, Director of Finance, Digital and Infrastructure and, in absentia, Penny McIntyre, Director of People, Communications and Engagement to their first formal Board meeting.

2 APOLOGIES

2.1 Brian Baverstock, Board Member
Andrew Watt, Deputy Chief Officer
Penny McIntyre, Director of People, Communications and Engagement

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

3.1 The Board agreed that the *Draft Private Minutes* and *Private Action Log* would be taken in private. The Board agreed that the *SFRS Board Insurance Report* would be taken in private due to matters subject to legal proceedings (Standing Order 9D).

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

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

- Paul Stollard, Chair of Board of Institute of Fire Engineers
- Tim Wright, Trustee of Dementia Heroes Charity

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

5 MINUTES OF PREVIOUS MEETINGS:

5.1 **Monday 22 June 2026**

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

5.1.2 In regard to the governance arrangements relating to the review of performance and delivery of the Service Delivery Review, it was noted that this had been discussed at the recent Integrated Governance Forum meeting and workshop, however no definitive assurance pathway had been identified. The Board requested that proposals on the assurance pathway though the Committees and Board, including recognition that different perspectives may need to be considered, be developed and brought to the next IGF meeting.

ACTION: SS

5.1.3 **The minutes of the meeting held on 22 June 2026 were approved as a true record of the meeting.**

5.2 **Thursday 9 July 2026**

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

5.2.2 **The minutes of the meeting held on 9 July 2026 were approved as a true record of the meeting.**

5.3 **Matters Arising**

5.3.1 There were no matters arising.

6 ACTION LOG

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

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

7 DECISION LOG

7.1 The Board considered the Decision Log noting the impact assessments provided for decisions made 12 months ago.

7.2 **Members noted the updated Decision Log.**

8 CHAIR'S REPORT

8.1 MW presented the Chair's Update report which noted events that had occurred since the Board meeting held on 9 July 2026 and highlighted the following:

- Regular meeting with Stuart Greig, Deputy Director of Safer Communities and CO Stuart Stevens had been cancelled (20 August 2026).
- Initial introductory meetings had been held or were scheduled with the new Board Members ahead of the formal induction programme commencing in October 2026.
- Minor typographical errors were noted and amended.

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 9 July 2026 and highlighted the following:

- Welcomed James Wallace and Penny McIntyre to the Service and noted that Alison Hardie, new Head of Communications and Engagement would commence in role in September 2026.
- Increased operational demand during this period, notably wildfire activities, significant RTCs and building fires as well as the Commonwealth Games.
- Publication of open letter in response to recent wildfire activities. The open letter recognised the exceptional support of communities, staff, partners and volunteers during the protracted incident. It highlighted how the national response enabled the incident to be managed safely alongside other significant demands. The Service's ongoing engagement with partner organisations and the Scottish Government would focus on building on recent work and strengthening the partnership approach. Both external and internal debriefs would help to capture learning and inform future action. Moving forward the key priority would be for greater preparedness and prevention activity. Recent incidents across the UK and overseas had reinforced the need for prompt and immediate action.
- Recent graduation celebrated 72 trainees passing out with high professional standards and values being achieved through improvements to recruitment and training processes. It was noted that the cohort reported the Service's highest number of female trainees. A further cohort of 24 trainees had commenced their training under the new model of smaller, continuous courses.
- Attendance at the Kilbirnie Street Memorial.
- Visit from Ministry of Housing, Communities and Local Government (MHCLG) focused on fire reform and UK wildfire matters.

9.2 In regard to the open letter, the Board queried the response from Scottish Government and partners and whether there would be any change to the Service's legal powers. SS advised that the letter had received broad support from the Scottish Government and partners. SS noted that the Cabinet Secretary had publicly supported the focus on prevention and the need to strengthen the existing action plan. SS further noted that several partner organisations had already engaged with the Service regarding preventative work such as fire breaks, etc. It was noted that further engagement and discussions were required on any additional legal powers in relation to managing fire risk in the natural environment.

9.3 The Board acknowledged the impact of the recent protracted incident and the pressure this placed on operational resilience, particularly on-call firefighters. SS advised that the majority of attending firefighters were on-call personnel and that their contribution, efforts and personal sacrifices were recognised. DF noted that the incident had provided an opportunity to test elements of the on-call improvement programme, including station clusters and more flexible deployment of personnel. Internal debriefing process would consider wider staffing, mobilisation, accommodation, shift and relief arrangements to identify lessons and strengthen resilience for future prolonged incidents.

9.4 JH reiterated the opportunity to improve partnership work relating to wildfire preparedness as there was a recognition for the need for collective action and the vital role of specialist resources. JH noted that both internal and external debrief processes would help to develop a single, co-ordinated action plan.

9.5 JH advised that the Scottish Wildfire Forum and another Scottish Government group provided established structures to sustain partnership discussions and collaborative working. A single Scottish Government multi-agency action plan, comprising 14 actions with shared ownership, had been created as the central source of truth. It was noted that debrief findings would inform and strengthen this work. This work would remain subject to continued senior-level oversight which would help to maintain momentum and avoid fragmented plans. The Board were advised that the action plan was the embodiment of the Wildfire Strategy and actions have been prioritised and concepts of operations/ strategy for delivery had been identified.

9.6 The Board were advised that the Service were sharing wildfire learning across the UK through the National Fire Chiefs Council with a dedicated think-tank meeting being stood up for this purpose. SS noted the UK Government's intention to convene a UK Wildfire Summit which indicated a clear commitment to strengthen resilience, preparedness and collaboration across the UK.

9.7 The Board expressed their thanks to the local communities, operational personnel, particularly on-call firefighters, the Strategic Leadership Team and supporting colleagues for their exceptional commitment during the five-week incident.

9.8 SS advised the Board that community engagement would form a key element of the follow-up work. This would help to ensure local views were captured within the debrief process and that relationships were maintained. SS noted that the need for clearer public communication and simpler terminology was also needed to improve understanding of operational procedures and safety measures.

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

10 COMMITTEE UPDATES

10.1 **Strategic Planning and Change Committee (SPCC)**

10.1.1 Verbal Update of Meeting: 6 August 2026

TO'D reported that the Committee held a public meeting on 6 August 2026 and highlighted the following key areas:

- Change Lifecycle Survey Results report was presented as the Committee had previously raised concerns about process. The report provided an honest overview of the survey results and reflected similar findings as the recent audit reports. The Committee would continue to maintain oversight on the implementation of the changes.
- Review of the People, Payroll and Finance Closure Report which captured lessons learned that would be taken forward.
- Update on Corporate Business Solutions procurement process with the outline business case being circulated outwith the meeting for comments/information.

10.1.2 It was noted that the Change Lifecycle Survey Results had identified significant lessons relating to defining project scope, recognising capabilities and capacity of resources, and adoption of standard systems. However, the Committee had stressed the importance of learning from and embedding of these lessons to avoid repeating the same issues.

10.1.3 It was noted that the Committee had felt that other significant lessons had not been captured and these would be taken to the Integrated Governance Forum for wider discussion.

10.1.4 **The Board noted the draft minutes.**

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

10.2.1 Verbal Update of Meeting: 16 July 2026

MP reported that the Committee held a public meeting on 16 July 2026 and highlighted the following key areas:

- Four internal audit reports were considered. The Budget Management and Investment Prioritisation report was largely positive, although consistent application across the Service had been identified for improvement. Stronger links were required between budget management, investment decisions and organisational change.
- Four draft terms of reference were considered.
- Annual Report to the Accountable Officer was presented
- Update on the Power BI integrated assurance mapping tool. The Committee commented on the need to ensure alignment with strategic objectives and deliverables rather than operating in isolation.

10.2.2 Committee Annual Report 2025/26 to the Accountable Officer

MP presented the Committee Annual Report 2025/26 to the Accountable Officer for information, noting that the report has previously been scrutinised and approved by the Committee. The report outlined the work of the Committee and provided reasonable assurance.

10.2.3 Within the appendix (paragraph 6.3), reference to the HMFSI Organisational Culture had been incorrectly recorded as Volume 2. This should read Volume 1.

ACTION: BST

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

10.3 **People Committee (PC)**

10.3.1 Draft Minutes of Meeting: 18 June 2026

MS presented the draft minutes from the public meeting held on 18 June 2026, noting that a verbal update had been provided at the last meeting.

10.3.2 **The Board noted the draft minutes.**

10.4 **Service Delivery Committee (SDC)**

10.4.1 Draft Minutes of Meeting: 4 June 2026

TW presented the draft minutes from the public meeting held on 4 June 2026, noting that a verbal update had been provided at the last meeting.

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

10.5 **Reform Collaboration Group (RCG)**

10.5.1 MW advised that the next meeting was scheduled to be held on 29 September 2026.

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

11 THREE-YEAR DELIVERY PLAN 2025-28: QUARTER 1 2026-27 PROGRESS REPORT

11.1 MMcA presented the Board with the quarter one progress report on how we are performing against the 2026/27 actions within the Three-Year Delivery Plan 2025-28. The following key points were highlighted:

- Overall 21 actions were contained within the plan, of which 19 were reporting Green and 2 were reporting Amber.
- A further 4 residual actions from 2025/26 (Year 1) were carried over, of which 2 reporting Amber and 2 reporting Red.

11.2 The Board commented on and asked for consideration to be given to the use of the term "competing priorities".

11.3 MMcA clarified that the People Strategy had been renamed the People Plan and that reference to the Strategy meant the Plan. The Board commented on the completion rate of 55% and queried whether this accurately reflected the progress made. The Board noted that the original commitment had been to develop a People Strategy. The Board commented on the potential narrow view of the current year as opposed to the overall three-year objective. SO'D reminded the Board that the original intention had been to develop a People Strategy, and preparatory work had been undertaken on that basis. However, to afford the new Director of People, Communications and Engagement the opportunity to influence the strategy, it had been agreed to rename the current work the People Plan. Following an 18-month delivery period, the People Strategy would be developed and aligned with the Service's direction of travel. It was noted that the next update should clearly articulate the revised position.

11.4 In regard to the governance framework (No. 18), the Board noted the extended end date, queried whether milestones would be identified and sought clarification on the governance route for this work. MMcA noted that the extension to the due date was due to limited capacity and capability. He advised that this work related to protocols, policy, processes and procedures. He commented on the challenges with embedding the data governance framework, as part of the wider digital and data strategy, in both practices and systems across the Service. MMcA acknowledged the skills gaps/specialist capabilities required to develop and support systems and processes.

11.5 The Board reiterated their request for milestones to demonstrate progress and delivery of incremental benefits. MMcA noted that the scrutiny arrangements of the Digital and Data Strategy's five-year implementation plan which included defined stages and milestones would be reviewed. This would be presented to the Board in due course.

11.6 The Board sought clarify on the risk associated with the delayed data governance framework. MMcA highlighted several risks such as fragmented, outdated systems, reliance on offline data sources and limited internal capabilities. The Board commented on the need to identify the fundamental risk, the associated risk appetite and the associated mitigation actions. It was noted that a phased, prioritised approach with clear milestones and governance oversight would be required to address any immediate weaknesses whilst supporting longer-term digital improvements

11.7 The Board noted and welcomed the future design enhancements as outlined in paragraph 3.6.1. The Board commented on the need for clearer reporting on progress across the full three-year plan. It was noted that future updates would capture completed actions, current progress, remaining gaps and the benefits achieved to date. This would enable the Board to assess whether investment priorities remain appropriate within budget constraints.

11.8 In regard to the SFRS Values (No. 8), the Board sought assurance that the process would not be overly complicated. SO'D advised that the Service's intention was to undertake a balanced, proportionate process and that the review would support the ongoing culture and leadership work. SO'D noted that additional resources had been allocated to support this and other projects within the wider programme.

11.9 In regard to the Rostering project (Action 11.4), SO'D commented on the challenges with this project and that work continued to resolve, progress and deliver the final product.

11.10 The Board sought clarity whether a specialist services review was planned, highlighting that reference to a specialist operations future model had been referenced within the covering report. DF confirmed that this did not relate to the specialist appliance review

which was commissioned through the Service Delivery Review process. This specifically related to specialist operational resources such as drones, etc.

11.11 **The Board scrutinised the report with reasonable assurance.**

(The meeting broke as 1116 hrs and reconvened at 1125 hrs)

12 RESOURCE BUDGET MONITORING REPORT – JULY 2026

12.1 JW presented a report to the Board advising of the resource budget position for the period ending 31 July 2026, highlighting a revised budget total of £358.900 million. JW 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 £1.954 million and a forecast year-end overspend of £3.784 million. The following key points were highlighted:

- Forecast overspend was mainly contributable to increased property, transport (fuel costs due to international instability) and supplies and services (hydrant) costs.
- Ongoing engagement with Scottish Water regarding hydrants.
- Unallocated savings of £1.254 million remained to be identified.
- Confident of an emerging path to achieve a balanced year end position. Identification of underspends, additional income and transition to emergency repairs would help to support this.
- Increased level of income of £0.159 million was forecast mainly due to biomass income. Although the Service would continue to seek environmental and decarbonisation opportunities, it was noted that these projects would have to demonstrate an acceptable return and compete with wider demands on the capital programme.
- Variances in employee costs for all staffing groups. Wholetime and On-Call were forecasting small overspends due to operational activities and continuous professional development (CPD) payments. Control and Support staff were forecasting underspends.
- Overview of CPD payments process, difficulties in forecasting costs and the planned review of future modelling.

12.2 The Board sought assurance that the £4.000 million funding, moved from the spring to the autumn budget revision, would be included in the baseline budget. JW confirmed that Scottish Government had advised the Service to plan on that basis and the Service were doing so.

12.3 In regard to CPD payments, JW advised that the year-end forecast was a variance of £0.130 million in wholetime employee costs.

12.4 The Board sought assurance that the early move to emergency repairs, due to budgetary pressures, was not cause for concerns. JW noted that the budget pressures were anticipated and were due to the condition of the estate and the continued increasing costs associated with the significant capital backlog. He further noted that as the capital backlog increased it created revenue consequences. He advised that the position, albeit not cause for alarm, was a clear indication of the impact of constrained capital budgets.

12.5 The Board questioned whether there was an accurate record of the condition of the estate and adequate planned maintenance programme. SO'D advised the Board that the planned preventative maintenance programme was progressing as expected. However, the budgetary pressures related to unplanned work, which had limited funding available. SO'D noted that the Service had, and would continue, to seek additional funding from Scottish Government.

12.6 In regard to potential access to red diesel, SO'D confirmed that this had previously been explored however consideration could be given to revisit this due to renewed exceptional

circumstances.

12.7 In regard to costs associated with wildfire activities, JW advised that Scottish Government had been advised that these additional demand-led costs had been incurred, however the exact figures were still unknown. He noted that costs associated with wildfire activities were significant and achieving a balanced budget position would not be possible without support from Scottish Government.

12.8 The Board commented on the wording relating to high-impact risks and unallocated savings being difficult to interpret. JW noted the comments and advised that this would be revised. He noted that the position had improved and the emerging route to balance could close the gap in full, albeit several matters remained unconfirmed.

12.9 It was confirmed that reference to July 2026 being period 4 was incorrect and should read as period 1.

12.10 The Board sought clarity on the reduction in anticipated retirements, increased salary costs and increased overtime due to vacancy numbers. SS advised that the increased overtime was necessary to cover for skill gaps, and as such related to capability rather than overall staffing numbers.

12.11 Brief discussion took place on the potential for a wider review of our risk-based investment plans to ensure that decarbonisation and environmental considerations were embedded in the prioritisation framework. It was noted that a broader discussion may be required on this.

12.12 Brief discussion took place on the baseline, expected additional funding, and the projected year end deficit. The Board were advised of various scenarios and projections and were reminded that they had accepted £1.200 million of unallocated savings at the start of year. A realistic position of £3.800 million overspend had been presented, however several developing actions could still support a balanced outcome.

12.13 **The Board scrutinised the resource budget position for the period ending 31 July 2026 with reasonable assurance.**

13 CAPITAL BUDGET MONITORING REPORT – JULY 2026

13.1 JW presented a report advising the Board of the actual and committed expenditure against the 2026/27 capital budget position for the period ending 31 July 2026. It was currently anticipated that a forecasted expenditure of £49.063 million for 2026/27 against the budget of £49.221 million. The following key points were highlighted:

- Year end forecast of £0.158 million underspend which was mainly attributable to major property work.
- Areas of risk related to new build projects, in particular Dalkeith due to higher than anticipated indicative costs and further work required prior to finalise contracts.
- Groundworks had commenced at Liberton and following completion, estimated project costs would be available.
- Opportunities remained to vary elements within the programme to ensure continued prioritisation and spend.

13.2 The Board queried whether limited internal project management capacity could prevent or delay delivery of the major works programme. JW advised that the constraints related to internal staffing, however the pending recruitment of 2 project managers would increase capacity. He noted that the RAG rating for the overall capital programme was amber due to the risk of delivery of the new build project at Dalkeith and Liberton. The remainder of the capital programme continued to progress as planned.

13.3 In regard to CivTech, JH advised that, as Chair of the Research, Development and Innovation (RDI) Group, discussions continued to identify and progress other potential initiatives with CivTech. It was noted that the Service delivery capacity for new initiatives must be considered alongside existing projects and priorities. JH reiterated that other innovation opportunities were being explored, particularly those that could attract funding or offset organisational costs, however, any such initiatives would require a long-term view.

13.4 In regard to Cowcaddens, the Board requested that a report be prepared providing a retrospective analysis of the starting position, subsequent changes and end position.

ACTION: JW

13.5 In regard to Portree, the Board sought clarification on the status update of the new modular hub and wider programme. The Board noted that previous assurances had been provided that should Portree not proceed, an alternative pilot community resilience hub would be progressed to demonstrate the model. SO'D reminded the Board of the difficulties in securing funding and suitable land in Portree. SO'D to provide an update on the project, including the current land position at Portree and whether the pilot would be delivered at another location.

ACTION: SO'D

13.6 **The Board scrutinised the level of actual and committed capital expenditure for the period ending 31 July 2026 with reasonable assurance.**

14 ARRANGEMENTS AND OUTCOMES OF ANNUAL REVIEW AND EFFECTIVENESS OF THE BOARD

14.1 MMcA presented the report which outlined how the Scottish Fire and Rescue Service (SFRS) Board Member arrangements have been reviewed to ensure their continued effectiveness. It was noted that within Appendix A there was a retrospective summary review from the last financial year.

14.2 The Board queried whether all the recommendations arising from the Governance audit had been actioned. MMcA advised that there was one outstanding action, which related to the review of the resource within the Board Support team, and that this remained under review.

14.3 Brief discussion took place on how the Board could consider their effectiveness going forward, including how other boards assess their performance, etc. It was noted that this was already on the Strategy Day programme for February 2027.

14.4 Within the covering report, reference to Kirsty Darwent's planned resignation to be amended to accurately record the completion of her second term.

ACTION: BST

14.5 **Subject to the above amendment, the Board approved the arrangements for reviewing the effectiveness of the SFRS Board as set out in section 3 and Appendix A with reasonable assurance.**

15 RISK THEMES

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

16 FORWARD PLAN

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

16.2 The Board sought clarification on the governance route for the AI Policy. MMcA advised that it was scheduled to be presented at the Strategic Leadership Team meeting (2 September 2026) and consideration would be given to bringing it before the Board.

16.3 The Board were advised that ARAC had requested that AI be considered within each individual audit/inspection. The Board noted that the AI policy should address risks associated with AI use, however opportunities should form part of the broader digital and data considerations. The Board further noted that AI-related risks would fall within ARAC's remit, however broader opportunities, etc may need to be considered through different governance routes.

16.4 In general, the Board requested that consideration be given to identifying clear governance routes and better alignment of forward planning processes across Executive and Non-Executive meetings to enable sufficient time at each stage.

17 DATE OF NEXT MEETING

17.1 A special public meeting of the Board is scheduled to take place on Thursday 24 September 2026.

17.2 The next public meeting of the Board is scheduled to take place on Thursday 29 October 2026.

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

(The meeting broke at 1220 hrs and reconvened in private session at 1225 hrs)
(J Henderson left the meeting at 1220 hrs)
D Johnston joined the meeting at 1225 hrs)

PRIVATE SESSION

18 MINUTES OF PREVIOUS PRIVATE MEETINGS:

18.1 **Thursday 9 July 2026**

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

18.2 **Thursday 30 July 2026 (Special)**

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

18.3 **The minutes of the private meetings held on 9 July 2026 and 30 July 2026 were**
18.3.1 **approved as a true record of the meetings.**

19 PRIVATE ACTION LOG

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

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

20 SFRS BOARD INSURANCE REPORT

20.1 DJ presented a report which provided an overview of insurance claims being managed by the Service.

20.2 **The Board scrutinised the report with reasonable assurance.**

There being no further matters to discuss in private, the meeting closed at 1240 hrs.

Agenda Item 5.2

PUBLIC MEETING - SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 24 SEPTEMBER 2026 @ 1000 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)
Therese O'Donnell (TO'D)
Malcolm Payton (MP)
Madeline Smith (MS)
Tim Wright (TW)
Angiolina Foster, Deputy Chair (AF)
Brian Baverstock (BB)
Neil Mapes (NM)
Andrew Smith (AS)
Paul Stollard (PS)

IN ATTENDANCE:

Stuart Stevens (SS)	Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
Jon Henderson (JH)	Assistant Chief Officer, Director of Prevention
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Penny McIntyre (PMcI)	Director of People, Communications and Engagement
James Wallace (JW)	Director of Finance, Digital and Infrastructure
Ramona Coxall (RC)	People Manager (Item 5 only)
Lorna Forrest (LF)	Programme Manager (Item 5 only)
Louise Patrick (LP)	Strategic Planning and Partnerships Co-ordinator (Item 7 only)
David Johnston (DJ)	Risk and Audit Manager (Item 8 only)
Christopher Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Executive Officer Board Support
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

John Joyce, HMFSI

1 CHAIR'S WELCOME

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

2 APOLOGIES

2.1 Andrew Watt, Deputy Chief Officer
David Farries, Assistant Chief Officer, Director of Operational Delivery
Mark McAteer, Director of Governance, Strategy and Change

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

3.1 The Board agreed that the *Draft Annual Performance Review 2025/26* and *Settlement Authority for Employers Liability Claim* would be taken in private due to confidential

matters (standing Orders 9G) and matters subject to legal proceedings (Standing Order 9D), respectively.

3.2 No further items were identified.

4 DECLARATION OF INTERESTS

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

- Paul Stollard, Chair of Board of Institute of Fire Engineers
- Tim Wright, Trustee of Dementia Heroes Charity

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

5 SERVICE DELIVERY REVIEW: RECOMMENDATIONS REPORT - ADDENDUM

5.1 RC presented a report providing a summary of the outcomes arising from the Individual Redundancy Consultation meetings undertaken with affected volunteer employees at Corriecravie, Colintraive and Kerrera. The Board were asked to approve the closure of the three long-term dormant stations which have volunteer employees remaining.

5.2 RC advised that the report refers to voluntary severance, however, subject to the Board's decision, these cases were essentially compulsory redundancies. Discussions had taken place with the Sponsor Unit who recognised that the nature of on-call and volunteer roles made it difficult to find suitable alternative employment. RC further advised that to obtain approval under the Scottish Public Finance Manual, individual voluntary severance business cases had to be submitted to demonstrate value for money and propriety.

5.3 RC advised that following the Board's decision on 22 June 2026 to commence redundancy consultation processes, formal individual redundancy consultation meetings had been undertaken with the affected individuals. The following key points were highlighted:

- Prior to the consultation meeting, affected individuals were offered representation but all chose to proceed unaccompanied.
- Corriecravie: The two remaining volunteer firefighters agreed to transfer permanently to Blackwaterfoot Community Fire Station, subject to Board approval and contractual formalisation. The usual trial period was deemed unnecessary as both were already working in this location.
- Colintraive: No suitable alternative to redundancy had been identified due to logistical challenges, the employee's primary employment and the inability to recruit sufficient volunteer staff to retain the unit. All reasonable measures to avoid redundancy had been explored and considered. The recommendation was to proceed with the closure of Colintraive and confirm termination of employment by reason of redundancy.
- Kerrera: No suitable alternative to redundancy had been identified due to logistical challenges, the employees' primary employment and the inability to recruit sufficient volunteer staff to retain the unit. The recommendation was to proceed with the closure of Kerrera and confirm termination of employment by reason of redundancy. There were currently 2 candidates within the recruitment pipeline, but they had not progressed to formal assessment over the previous 2 year time period. They would be advised that should the volunteer provision be re-established, an island-wide recruitment process would be undertaken.
- During discussions at Kerrera, concerns relating to future emergency response arrangements were raised and the provision/arrangements within the Kerrera Island Response Plan were highlighted.
- Following conclusion of the formal consultation process, the recommendations had been approved by the Service Delivery Review (SDR) Programme Board and Strategic Leadership Team (SLT).
- In line with the Scottish Public Finance Manual, individual draft Voluntary Severance Business Cases had been submitted to the Sponsor Unit seeking agreement in principle to proceed. The Accountable Officer had provided approval, subject to

Board decision, for final business cases to be submitted for the statutory entitlement to redundancy where no suitable alternative can be identified.

5.4 PMcI confirmed that the process undertaken had been robust and remained people focused throughout. Thanks were extended to RC for her commitment and work during the process.

5.5 The Board sought clarification that the process undertaken had met the legal requirements for a fair compulsory redundancy process. PMcI confirmed that the correct procedures had been followed and were in line with legislation and the Service's obligations.

5.6 In regard to the concerns raised during the Kerrera consultation process relating to future emergency island provision, the Board questioned the appropriateness of this forming part of the consultation record. The Board stated that their original decision to close Kerrera had fully considered and agreed that the response plans were adequate. It was noted that the inclusion of these concerns, albeit they remained important, blurred the distinction between the island residents and SFRS employees undergoing the consultation process. As such, they should not form part of the rationale for the recommendations presented for decision within the report. The Board commented on the sequencing of the original decision and consultation process and asked for consideration to be given to the recording of similar discussions in any future processes.

5.7 The Board sought clarity on what HR/legal confirmation was required in relation to the 2 Kerrera candidates. RC advised that legal services had reviewed and approved every stage and that a final check would be undertaken following today's meeting.

5.8 In regard to the final business cases, the Board queried whether any further approval would be required. RC confirmed that the Board's decision today would be the final approval on whether to close the long-term dormant stations.

5.9 The Board suggested that the recommendation (4.1iv) be amended to read "following conclusion of the redundancy process", as the consultation had formed only one part of the wider process. It was agreed to note this change.

ACTION: RC

5.10 The Board noted that the financial implications had not been presented within the report and requested an approximate overall cost be provided to support the decision-making process. RC advised that estimated costs were available and it was agreed that these would be circulated outwith the meeting. The Board requested that any future reports should include indicative costs to help improve transparency and accountability.

ACTION: RC

5.11 During discussions, several areas were highlighted for future consideration and assurances. These included timescales for prospective recruits to progress through the recruitment process, potential contradictory term of volunteer employees, and the regular review of island response plans/community safety measures. It was confirmed that although these areas were important, they would not directly impact on the Board's decision.

5.12 The Board acknowledged the significant impact on the individuals affected and thanked them for their positive engagement throughout the process.

5.13 **The Board approved the closure of the long-term dormant stations at Corriecravie, Colintraive and Kerrera, following conclusion of redundancy consultation and on the basis of the case for change; with substantial assurance.**

(R Coxall left the meeting at 1033 hrs)

6 DATE OF NEXT MEETING

6.1 The next public meeting of the Board is scheduled to take place on Thursday 29 October 2026.

6.2 There being no further matters to discuss in public, the meeting closed at 1033 hrs.

(The meeting broke at 1033 hrs and reconvened in private session at 1040 hrs)

PRIVATE SESSION

7 DRAFT ANNUAL PERFORMANCE REVIEW 2025/26

7.1 SO'D introduced LP who presented the draft Annual Performance Review Report 2025/26 and sought approval of its release to Scottish Government ahead of the annual review meeting on 11 November 2026.

7.2 **Subject to the amendments noted, the Board approved the draft Annual Performance Review Report 2025/26 and its release to Scottish Government, with reasonable assurance.**

8 SETTLEMENT AUTHORITY FOR AN EMPLOYER'S LIABILITY CLAIM

8.1 DJ presented the report seeking approval for the settlement of an employer's liability claim intimated against the Service.

8.2 **The Board approved the recommendation within the report with reasonable assurance.**

On behalf of the Board, the Chair extended her thanks and appreciation to Board Members Brian Baverstock, Tim Wright and Paul Stollard for their hard work, focus and contributions throughout their tenures, ahead of their exit from the Board at the end of their contracted terms.

There being no further matters to discuss in private, the meeting closed at 1130 hrs.

DRAFT

Agenda Item 6

SFRS BOARD MEETING – ROLLING ACTION LOG

Background and Purpose

A rolling action log is maintained of all actions arising or pending from each of the previous meetings of the Board. No actions will be removed from the log or the completion dates extended until approval has been sought from the Board.
The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 8 actions. A total of 7 of these actions had been completed.

The Board is therefore asked to approve the removal of the 7 actions noted as completed (Blue status), note zero actions categorised as Green status and note one action 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**			**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. **RE-OPENED (26/03/2026):** To remain open until the AI Policy had been finalised and approved by the Strategic Leadership Team. **Update (30/04/2026):** AI policy draft has been finalised and is out for consultation. Following consultation, it will go to May Senior Management Board and Strategic Leadership Team for approval. Regarding validation methods. In the draft policy, AI validation is achieved through a combination of proportionate pre-approval review, alignment with existing assurance processes, mandatory human checking of AI outputs, transparency and accountability controls, defined prohibitions on high-risk use, and ongoing governance review. Validation is framed primarily as a governance and risk-management activity, rather than a technical model-testing exercise. **Update (09/07/2026):** AI policy due before Senior Management Board on the 28 July 2025 asking for recommendation to Strategic Leadership Team for approval. **Update (27/08/2026):** AI policy approved by Senior Management Board. Scheduled to go to the Strategic Leadership Team on 2 September 2026. **Update (29/10/2026):** The AI policy was presented to SLT on 22/09/26. Following SLT scrutiny some amendments and additions to the policy were requested. The revised policy will be presented to SLT on 4 November 2026 for final approval.

Board Meeting: 27 August 2026						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**Status**	**Completion Date**	**Position Statement**
5.1.2	**Minutes of Previous Meeting (22/06/2026):** In relation to the Service Delivery Review, the Board requested that proposals on the assurance pathway though the Committees and Board, including recognition that different perspectives may need to be considered, be developed and brought to the next IGF meeting.	**SS**	**October 2026**		**October 2026**	**Complete (29/10/2026):** Governance route for SDR to be presented to the IGF meeting on 20 October 2026
10.2.2	**Committee Annual Report 2025/26 to the Accountable Officer**: With the appendix (para 6.3), reference to the HMFSI Organisational Culture had been incorrect recorded as Volume 2. This should read Volume 1.	**BST**	**October 2026**		**September 2026**	**Complete (29/10/2026):** Report amended and republished.
13.4	**Capital Budget Monitoring Report – July 2026:** In regard to Cowcaddens, the Board requested that a report be prepared providing a retrospective analysis of the starting position, subsequent changes and end position.	**JW**	**October 2026**		**October 2026**	**Complete (29/10/2026):** A briefing paper was submitted and discussed at the Board Strategy Day on 24 September 2026.
13.5	**Capital Budget Monitoring Report – July 2026:** SO'D to provide an update on the project, including the current land position at Portree and whether the pilot would be delivered at another location.	**SO'D**	**October 2026**		**October 2026**	**Complete (29/10/2026):** A briefing paper on Portree was submitted and discussed at the Board Strategy Day on 24 September 2026.

14.4	**Arrangements and Outcomes of Annual Review and Effectiveness of the Board:** Within the covering report, reference to Kirsty Darwent's planned resignation to be amended to accurately record the completion of her second term.	**BST**	**October 2026**		**September 2026**	**Complete (29/10/2026):** Report amended and republished.

Board Meeting: 24 September 2026						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**Status**	**Completion Date**	**Position Statement**
5.9	**Service Delivery Review: Recommendations Report – Addendum:** The Board suggested that the recommendation (4.1iv) be amended to read "following conclusion of the redundancy process", as the consultation had formed only one part of the wider process. It was agreed to note this change.	**RC**	**October 2026**		**October 2026**	**Complete (29/10/2026):** Noted. Closure will now be progressed, including completion of the redundancy process following the Board's decision.
5.10	**Service Delivery Review: Recommendations Report – Addendum:** The Board noted that the financial implications had not been provided within the report and requested an approximate overall cost be provided to support the decision-making process. RC advised that estimated costs were available, and it was agreed that these would be circulated outwith the meeting. The Board requested that any future reports should include indicative costs to help improve transparency and accountability	**RC**	**October 2026**		**October 2026**	**Complete (29/10/2026):** This information has been circulated to the Board via email on 7 October 2026.

Agenda Item 7

SFRS BOARD MEETING DECISION LOG

PURPOSE

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

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

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

RECOMMENDATION

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

Minute 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 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.	**The Board approved the proposed schedule of meetings for 2026-27 along with the arrangements for reviewing these.**	**April 2026**
Impact Assessment for Board Decision (Review Date – 10/2026): The meeting schedule for 2026/27 continues to be followed. The 2027/28 schedule will be presented to the Board in October 2026. The balance between in person and virtual meetings has allowed the Board to continue to operate in an open and transparent manner while balancing considerations of travel and environmental impact. There has been no detriment to the quality of Board discussions and decisions.				
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): The Annual Procurement Report for 2024/25 was laid before Parliament and published following Board approval.				
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	**The Board approved the proposed virements and the further slippage environment, noting the strategic**	**April 2026**

		2025/26 capital budget for the period ending 30 September 2025 and sought approval for the budget virements in section 3.5.	**alignment and readiness to reallocate funds as needed.**	
Impact Assessment for Board Decision (Review Date – 10/2026): This decision supported achievement of the balanced capital budget outturn for 2025/26.				
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): The Annual Report and Accounts for 2024/25 were laid before the Scottish Parliament and published following Board approval.				

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	**The Board approved the recommendation (Option 2).**	**June 2026**

		pursuit of the claim for recovery of damages against Systel.		
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**	**August 2026**
Impact Assessment for Board Decision (Review Date – 02/2027):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 26 March 2026				
ITEM 13	**CAPITAL PROGRAMME 2026-2030**	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.	**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.**	**September 2026**
Impact Assessment for Board Decision (Review Date – 03/2027):				
ITEM 13	**RESOURCE BUDGET 2026-2027**	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	**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**	**September 2026**

		that decisions taken this year influence affordability, risk and sustainability in future years.	**of up to £4.0m, and the conditions attached.** • **Endorse and agree 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.**	
Impact Assessment for Board Decision (Review Date – 03/2027):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 April 2026				
ITEM 11	**PERFORMANCE MANAGEMENT FRAMEWORK (PMF) AND ASSOCIATED PERFORMANCE INDICATORS AND OTHER EVIDENCE OF ASSURANCE**	The Head of Governance and Compliance presented the final Performance Management Framework, associated suite of Strategic Performance Indicators and wider sources of assurance identified to evidence delivery of the SFRS Strategy 2025–2028 for approval.	**Subject to the proposed amendments, the Board approved the Performance Management Framework with reasonable assurance.**	**October 2026**
Impact Assessment for Board Decision (Review Date – 04/2027):				

ITEM 12	**THREE-YEAR DELIVERY PLAN 2026/27**	The Head of Governance and Compliance presented the Three-Year Delivery Plan and requested approval for publication	**Subject to the proposed amendments, the Board approved the Three-Year Delivery Plan with Reasonable assurance.**	**October 2026**
Impact Assessment for Board Decision (Review Date – 04/2027):				
ITEM 13	**ANNUAL INTERNAL AUDIT PLAN 2026-27**	The Deputy Chair of the Audit and Risk Assurance Committee asked the Board to approve the SFRS Internal Audit Plan 2026/27. This sets out a timetable of the main reviews of key activities during 2026/27 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 Annual Plan 2026/27 with an adjusted assurance level of Reasonable.**	**October 2026**
Impact Assessment for Board Decision (Review Date – 04/2027):				
ITEM 14	**ANNUAL GOVERNANCE REVIEW OF BOARD AND COMMITTEE RELATED ITEMS**	The Head of Governance and Strategy 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 minor changes, the Board approved the Annual Governance Review with substantial assurance.**	**October 2026**
Impact Assessment for Board Decision (Review Date – 04/2027):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 28 May 2026 (Special)				
ITEM 5	**INCREASED SETTLEMENT AUTHORITY FOR AN EMPLOYER'S LIABILITY CLAIM (PRIVATE)**	The Director of Governance, Strategy and Change provided a report to the Board of the Scottish Fire and Rescue Service in relation to an employer's liability claim intimated against SFRS, seeking increased settlement authority.	**The Board approved the recommendations outlined within report with Reasonable assurance.**	**November 2026**
Impact Assessment for Board Decision (Review Date – 05/2027):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 22 June 2026 (Special)				
ITEM 5	**SERVICE DELIVERY REVIEW RECOMMENDATIONS REPORT**	The Director of Operational Delivery provided a report to the Board to detail the Service Delivery Review Consultation Process and seek approval to proceed implementation of options for change. .	**The Board approved the recommendations outlined within report with substantial assurance.**	**December 2026**
Impact Assessment for Board Decision (Review Date – 06/2027):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 9 July 2026 (Special)				
ITEM 15	**CAPITAL PROGRAMME UPDATE 2026-2030**	The Asset Governance and Performance Manager provided a report to the Board seeking approval of the updated SFRS Capital Programme 2026/27 to 2029/30 with proposals to realign expenditure plans, recognising there would not be a capital receipt from the sale of the Cowcaddens site in 2026/27.	**The Board approved the revised Capital Programme 2026-2030 with reasonable assurance.**	**January 2027**
Impact Assessment for Board Decision (Review Date – 07/2027):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 30 July 2026 (Special Private)				
ITEM 5	**RECOVERING LOSSES FROM SYSTEL- DECISION ON SETTLEMENT PROPOSAL (PRIVATE)**	The Deputy Chief Officer (Corporate Services) provided a report to the Board to present the offers for settlement and provide an evaluation of the settlement proposals with options for decision making.	**The Board approved the recommendations outlined within report with Substantial assurance.**	**January 2027**
Impact Assessment for Board Decision (Review Date – 07/2027):				

ITEM 6	**SETTLEMENT AUTHORITY FOR AN EMPLOYER'S LIABILITY CLAIM (PRIVATE)**	The Director of Governance, Strategy and Change provided a report to the SFRS Board in relation to an employer's liability claim intimated against SFRS, seeking settlement authority.	**The Board approved the recommendations outlined within report with Reasonable assurance.**	**January 2027**
Impact Assessment for Board Decision (Review Date – 07/2027):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 27 August 2026				
ITEM 14	**ARRANGEMENTS FOR REVIEWING THE EFFECTIVENESS OF THE BOARD**	The Director of Governance, Strategy and Change asked the Board to acknowledge and approve the progress made around the arrangements for reviewing the effectiveness of the SFRS Board during 2025/26. 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.	**Subject to one minor amendment, the Board approved the arrangements for reviewing the effectiveness of the SFRS Board as set out in section 3 and Appendix A with reasonable assurance**	**February 2027**
Impact Assessment for Board Decision (Review Date – 07/2027):				

Minute Ref	Paper	Issue	Decision	Earliest Review Date
Meeting Date: 24 September 2026 (Special)				
ITEM 5	**SERVICE DELIVERY REVIEW: RECOMMENDATIONS REPORT - ADDENDUM**	The Deputy Chief Officer (Corporate Services) presented the report providing the SFRS Board with the outcomes of the Individual Redundancy Consultation with affected Volunteer Employees at Corriecravie, Colintraive and Kerrera. The SFRS Board was asked to make a decision in respect of the future of those locations taking into account the consultation outcomes.	**The Board approved the closure of the long-term dormant stations at Corriecravie, Colintraive and Kerrera, following conclusion of redundancy consultation and on the basis of the case for change; with substantial assurance.**	**March 2027**
Impact Assessment for Board Decision (Review Date – 09/2027):				

ITEM 7	**DRAFT ANNUAL PERFORMANCE REVIEW 2025/26**	The Director of Governance, Strategy and Change presented members of the SFRS Board with the draft Annual Performance Review Report and asked that they approve the document for release to Scottish Government. Once approved, the document will form the basis of the public Annual Performance Review meeting with Scottish Government which is scheduled to take place in November 2026.	**Subject to the amendments noted, the Board approved the draft Annual Performance Review Report 2025/26 and its release to Scottish Government, with reasonable assurance.**	**March 2027**
Impact Assessment for Board Decision (Review Date – 09/2027):				
ITEM 8	**SETTLEMENT AUTHORITY FOR AN EMPLOYER'S LIABILITY CLAIM**	The Director of Governance, Strategy and Change provided a report to the SFRS Board in relation to an employer's liability claim intimated against SFRS, seeking settlement authority.	**The Board approved the recommendation within the report with reasonable assurance**	**February 2027**
Impact Assessment for Board Decision (Review Date – 09/2027):				

Agenda Item 8

THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE
THURSDAY 29 OCTOBER 2026

CHAIR'S UPDATE: SEPTEMBER-OCTOBER 2026

Monday 31 August 2026
Introductory Meeting with New Board Member
Meeting with DCO Sarah O'Donnell

Tuesday 1 September 2026
SFRS Board/Committee Discussion

Thursday 3 September 2026
Meeting with Angiolina Foster, Deputy Chair
Weekly Executive Assistant Catch up

Friday 4 September 2026
Long Service Good Conduct Event

Monday 7 September 2026
Remuneration, Appointments and Nominations Sub Committee Pre-Agenda
Meeting with L Gaja, Head of People

Tuesday 8 September 2026
Service Delivery Committee
Opening of Perth Training Centre

Wednesday 9 October 2026
Regular Chair/Board Support Team meeting
Meeting with Iain Bruce, Ethical Standards
Meeting with Tom Steele, Scottish Ambulance Service and Alistair Hay, Scottish Police Authority

Thursday 10 October 2026
Meeting with Mentor

Monday 14 September 2026
Meeting with CO Stuart Stevens
Introductory Meeting with New Board Member

Tuesday 15 September 2026
Weekly Executive Assistant Catch up
HMFSI/Audit Scotland

Thursday 17 September 2026
Remuneration, Appointments and Nominations Sub Committee
People Committee

Friday 18 September 2026
Meeting with DCO Andrew Watt
Meeting with P McIntyre, Director of People, Communications and Engagement

Monday 21 September 2026
Meeting with CO Stuart Stevens
Meeting with Chief Executive of Fife Council and CO Stuart Stevens

Wednesday 23 September 2026
Weekly Executive Assistant Catch up
Regular meeting with Stuart Greig, Deputy Director of Safer Communities
Policing Scotland Event

Thursday 24 September 2026
Special Board Meeting
SFRS Board Strategy Day

Tuesday 29 September 2026
Meeting with Robert Scott, HMFSI
Reform Collaboration Group
Weekly Executive Assistant Catch up

Wednesday 30 September 2026
Meeting with Neil Gray, Cabinet Secretary for Justice and Chief Officer Stuart Stevens

Thursday 1 October 2026
Scottish Government/SFRS Stress Test Exercise
Board Members Induction Session

Wednesday 7 October 2026
National Joint Council Reception

Thursday 8 October 2026
National Joint Council Annual General Meeting

Monday 12 October 2026
Board Members Induction Session
Meeting with Mentor

Tuesday 13 October 2026
Meeting with Angiolina Foster, Deputy Chair
Meeting with DCO Sarah O'Donnell

Monday 19 October 2026
Meeting with CO Stuart Stevens
SFRS Board Pre-Agenda
Meeting with Board Support Team

Tuesday 20 October 2026
Audit and Risk Assurance Committee
Integrated Governance Forum

Wednesday 21 October 2026
Meeting with Stuart Greig, Deputy Director of Safer Communities and Chief Officer Stuart Stevens

Thursday 22 October 2026
Board Members Induction Session
Meeting with DCO Andrew Watt

Friday 23 October 2026
Long Service Good Conduct Event

Monday 26 October 2026
Remuneration, Appointments and Nominations Sub Committee Forward Planning

Wednesday 28 October 2026
Weekly Executive Assistant Catch up
Meeting with Chief Executive of The Highlands Council and CO Stuart Stevens

Thursday 29 October 2026
SFRS Board Meeting

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

THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE

Agenda Item 9

CHIEF OFFICER'S UPDATE: SEPTEMBER - OCTOBER 2026

Tuesday 1 September 2026
National Fife Chief Council (NFCC) Fortnightly Chief Fire Officers Call
Weekly Chief & Deputy Chief Officers Meeting
Committee Discussion Meeting
Executive Assistant Weekly Catch Up
Regular Meeting with Commissioner of the London Fire Service

Wednesday 2 September 2026
Strategic Leadership Team (SLT) Meeting

Thursday 3 September 2026
Regular Meeting with SFRS Board Member B Baverstock
HMFSI Thematic Inspection Meeting

Friday 4 September 2026
Executive Assistant Weekly Catch Up
NFCC Trustees Call
Staff Officer 1:1

Monday 7 September 2026 - Wednesday 9 September 2026
World Fire Congress, London

Thursday 10 September 2026
SLT Pre Agenda Meeting
Executive Assistant Weekly Catch Up

Friday 11 September 2026
9/11 Remembrance Service, St Giles, Edinburgh

Monday 14 September 2026
Regular Chief, Chair & Deputy Chair Meeting
Fire and Rescue Services Association (FRSA) Meeting
Introductory Meeting with CEO of Falkirk Council
Meeting with BDO Internal Auditors

Tuesday 15 September 2026
NFCC Chief Fire Officers Fortnightly Call
Fire Fighters Foundation Programme – Opening Remarks
Regular Director 1:1
World Fire Congress Follow Up Meeting

Wednesday 16 September 2026
NFCC Chiefs Council Informal Session, online

Thursday 17 September 2026
NFCC Chiefs Council Meeting, online
Remuneration, Appointments and Nominations Sub Committee

Friday 18 September 2026
Regular Director 1:1
Regular Catch Up Meeting with Chief Fire Officer, London Fire Service

Monday 21 September 2026
Regular Chief and Chair of Board Meeting
Introduction Meeting with CEO of Fife Council
Joint Inspection HMFSI & Audit Scotland (Capital Estate) Interview

Tuesday 22 September 2026 & Wednesday 23 September 2026
National Joint Council (NJC) Pay Reform Working Group Meeting, London

Thursday 24 September 2026
SFRS Board Meeting (Special)
SFRS Board Meeting (Special - Private Session)
SFRS Board Strategy Day
Post Board Senior Leadership Debrief

Friday 25 September 2026
Executive Assistant Weekly Catch Up

Monday 28 September 2026
SFRS & Fire Brigade Union (FBU) Meeting, Newbridge

Tuesday 29 September 2026
NFCC Chief Fire Officers Call
Reform Collaboration Group (RCG) Meeting
Regular Director 1:1
Introductory meeting with new Head of Comms & Engagement

Wednesday 30 September 2026
Cabinet Secretary for Justice Meeting, Scottish Parliament
New Moblising System (NMS) Go Live, Edinburgh Ops Control

Thursday 1 October 2026
Scottish Government/SFRS Stress Test Exercise, Edinburgh
New Board Member Induction session, online

Friday 2 October 2026
NFCC Devolved nations CFO Meeting
Staff Officer 1:1
Senior Leadership Long Term Vision Workshop, Cambuslang

Monday 5 October 2026
Regular Chief, Chair & Deputy Chair Meeting
Regular Director 1:1 x 2
Demonstration of the New Self Contained Breathing Apparatus (SCBA) and Telemetry Enabled Entry Control Boards, Cambuslang

Tuesday 6 October 2026
Regular Director 1:1 x 2
Executive Assistant Weekly Catch Up
Succession Planning Meeting
Meeting with Chief Exec Scottish Pensions Authority

Wednesday 7 October 2026 – Thursday 8 October 2026
NJC AGM Manchester

Friday 9 October 2026
Annual Leave

Monday 12 October 2026 - Friday 16 October 2026
Annual Leave

Monday 19 October 2026
Regular Chief & Chair Meeting
SFRS Board Pre Agenda Meeting
Regular Chief, Chair & Deputy Chair Meeting
Deputy Chief Officer Mid-Year Appraisal
Meeting with Scottish Land & Estates

Tuesday 20 October 2026
Audit and Risk Assurance Committee
Integrated Governance Forum

Wednesday 21 October 2026
SLT Meeting
Meeting with Deputy Director of Safer Communities

Thursday 22 – Friday 23 October 2026
Pay Reform Working Group Meeting, London

Monday 26 October 2026
Visit to the SFRS UK International Search & Rescue Team Training Day, Portlethan

Tuesday 27 October 2026
NFCC Chief Fire Officer Fortnightly Meeting
Meeting with Highland Council Chief Executive and Leader of the Council

Wednesday 28 October 2026
SLT Strategy Day

Thursday 29 October 2026
SFRS Board Meeting

Friday 30 October 2026
NFCC Devolved nations CFO Meeting
Meeting with Commissioner London Fire Brigade
Post Board Debrief Meeting
Monthly Case Review Meeting

Agenda Item 10.1

PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 6 AUGUST 2026 @ 1000HRS

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

PRESENT:

Therese O'Donnell (TO'D), Chair
Angiolina Foster (AF), Deputy Chair
Stuart Ballingall (SJB)
Paul Stollard (PS)
Tim Wright (TW)

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
James Wallace (JW)	Director of Finance, Digital and Infrastructure
Penny McIntyre (PMcI)	Director of People, Communications and Engagement
Heather Martin (HM)	Centre of Excellence Manager
Lynne McGeough (LMcG)	Head of Finance and Procurement (Item 15 & 16 only)
Louisa Kemp (LK)	Snr. Project Manager (Item 17 only)
Christopher Casey (CC)	Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Margaret Kyle (MK)	Minutes

OBSERVERS:

Sean Morrison, BDO (Internal Audit Discussions)
Siobhan Hynes, Programme Officer

1 CHAIR'S WELCOME

1.1 Chair welcomed everyone to this Strategic Planning and Change Committee and began with introductions, apologies and welcomed new participants, including James Wallace, Director of Finance, Digital and Infrastructure and Penny McIntrye, Director of People, Communications and Engagement both of whom joined SFRS on Monday 3 August 2026. Sean Morrison also attended as an observer in respect of Internal Audit discussions.

2 APOLOGIES FOR ABSENCE

2.1 Sarah O'Donnell, Deputy Chief Officer (Corporate Services)
Mark McAteer, Director of Governance, Strategy and Change
Richard Whetton, Head of Governance and Compliance
Curtis Montgomery, Head of Portfolio Office

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 no items were to be tabled under the Private Session.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTE OF PREVIOUS MEETING: 14 MAY 2026

5.1 The draft Minute of 14 May 2026 was agreed as an accurate record.

5.1.1 In respect of paragraph 8.1.8 within the draft Minute, the Committee sought assurance that further explanation around the purpose and format of the Long Term Vision was being captured within the action log.

ACTION: CM

5.2 **The minute of the meeting held on 14 May 2026 was approved as a true record of the meeting.**

6 ACTION LOG

6.1 CC presented the Rolling Action Log for consideration. The Committee were asked to review and approve the removal of 3 actions noted as complete and note 4 actions categorised as green status.

Action 7.1.17– SFRS Strategic and Financial Planning Process (05/02/2026):
The Committee raised concerns about delays in aligning the planning cycle with the Committee meeting timetable. Committee described the position statement as “opaque”, noting that it did not clearly explain the underlying issue relating to integrated financial planning and suggested clearer wording was required. The Committee agreed that a clear position should be provided within the position statement, either confirming the review was complete or identifying the outstanding work required. *(Existing action had been amended to include this additional request).*

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

7 PLANNING /STRATEGY

7.1 **Change Lifecycle Survey Results**

7.1.1 HM presented the Change Lifecycle Survey results, identifying gaps in awareness, consistency, governance and access to guidance.

7.1.2 HM explained that the Change Lifecycle Survey had been sent to various stakeholder groups, including the Strategic Leadership Team (SLT), Senior Management Board (SMB) and Change colleagues, with one third responding. Responses showed awareness and consistency of change delivery varied depending on participant’s roles and frequency of interaction with the Change process. The survey revealed gaps in visibility, access to guidance, understanding of governance, with only 60% feeling they had good awareness and half perceiving consistency. Stakeholders requested clearer roles, scalable governance, improved communication, and better access to templates and training.

7.1.3 Next steps and proposed improvements were outlined including reviewing Change Governance, uploading guidance and templates to iHub, completing benefits toolkit before business case approval, and implementation of a project sizing tool. The Committee discussed the importance of proportionality and embedding these tools consistently.

7.1.4 The Committee expressed concern that successive reviews had highlighted similar issues regarding Change governance and sought assurance that improvements would be progressed. AW confirmed work was underway to review Change governance arrangements and that the organisation was not waiting for the forthcoming BDO audit before taking forward improvements and advised that MMcA was leading work in this

area. The Committee requested that once the proposed governance structure was considered and approved by SLT, this would be reported back to the Committee for information.

ACTION: MMcA

7.1.5 The Committee emphasised the requirement for more agility, enabling approach, proportionality in governance, and better communication whilst highlighting the importance of early engagement and internal communications. There was consensus that the process should enable rather than hinder change, and that lessons learned and resource allocation better managed. Benefits realisation, project closure and risk management were also identified as areas requiring further improvement.

7.1.6 AW advised that survey findings should be considered alongside wider evidence, including the Azets review and forthcoming BDO audit, as part of determining the future operating model for change management, highlighting the need for a more agile, streamlined and enabling approach to Change governance, with greater proportionality through the application of "T-shirt sizing". AW stressed the key challenge was balancing assurance and governance requirements with the need to support innovation and effective delivery, whilst also developing a positive organisational culture around Change.

7.1.7 The Committee cautioned against overly mechanistic and framework-driven approaches to change governance, advocating greater use of professional judgement, holistic decision-making and proportionality, arguing that governance requirements should be determined through informed assessment of a project's scale and complexity. The Committee also emphasised the importance of early engagement between Programme/Project Managers and business areas, with the Change function acting as an enabling partner rather than simply administering process compliance.

7.1.8 The Committee highlighted the importance of ensuring staff affected by change were actively involved in the process and understand how decisions were being made. In response, HM acknowledged improvements were required to strengthen engagement and communication, noting staff should feel empowered and viewed as an integral part of the change process rather than perceiving change as something imposed upon them.

7.1.9 The Committee emphasised that proportionality should be the central principle underpinning the Change Lifecycle Framework and cautioned against the one-size-fits-all approach to governance, highlighting the need for change processes, governance arrangements and supporting toolkits scaled according to the size and complexity of each initiative. The Committee noted that this was essential to securing stakeholder buy-in and avoid governance becoming unnecessarily burdensome.

7.1.10 The Committee queried whether the project sizing (T-shirt sizing) tool, previously identified as a means of introducing greater proportionality into the Change Lifecycle process, had been implemented. HM advised that the tool had been developed and was beginning to be used, although it had not yet been fully embedded within decision-making processes. Work was ongoing to ensure consistent application across change initiatives and to increase stakeholder awareness of its purpose and use.

7.1.11 The Committee advocated a more human-centred, judgement-based approach to decision-making rather than excessive reliance on rigid frameworks and processes and recommended two papers for decision-making frameworks: the Ashen framework and the Cynefin framework, both written by Dave Snowden.

7.1.12 The Committee sought assurance on timescales for implementing improvements arising from the survey findings, noting similar issues had been identified through previous reviews. AW confirmed improvement work was already underway and would not be

delayed pending the BDO audit, with governance proposals reported back to the Committee following SLT consideration.

7.1.13 The Committee noted the survey findings supported the proposed improvements and endorsed continued review of the Change Lifecycle Framework and governance arrangements, with further work to be informed by the survey, Azets review and forthcoming BDO audit; members agreed the framework should be simplified, proportionate and enabling, with processes that "fit the organisation rather than requiring the organisation to fit the process".

7.1.14 The Committee recommended work continue with reviewing and simplifying the governance arrangements, embedding the project sizing (T-shirt sizing) tool, improve accessibility of guidance and templates within iHub, and bring governance structure changes back to SPCC for information following SLT consideration.

7.1.15 **The Committee scrutinised the report.**

7.2 **Strategic Planning and Change Committee Oversight of Service Delivery Review**

7.2.1 TO'D advised that the Committee had recently focused more on Change Management than Strategic Planning, as noted during discussion of the Assurance Statement. TO'D also provided an update from the recent Board Strategy Day workshop, which considered the role of each Board Committee and where oversight responsibility for major programmes, including the Service Delivery Review (SDR), should sit.

7.2.2 The Board Strategy Day concluded that Committee roles may evolve, with a paper to be presented to a future Board meeting to formalise any agreed changes. In the meantime, the Committee's remit remains unchanged, although further adjustments may be required subject to Board consideration and approval.

7.2.3 AW advised that future updates, including the SDR timeline and implementation activity, may be more appropriately reported through SPCC as the programme moves from decision-making into delivery and implementation.

7.2.4 The Committee agreed that SDR activity should be incorporated within the relevant Committee structures, rather than managed through separate oversight arrangements. It was suggested that SPCC should continue to oversee SDR matters relating to strategic planning, change delivery, implementation progress and assurance that projects remain on track and are delivered as intended.

7.2.5 Discussion arose regarding whether SDR projects required dedicated project management resources. One view was that many approved SDR activities were essentially business-as-usual work, while another view was that the wider SDR programme remained a substantial and complex piece of work that required programme-level co-ordination and oversight.

7.2.6 Discussion supported continued SPCC oversight of the Change and implementation elements of SDR, with accountability for operational and people impacts resting with the relevant Committees. Members were broadly supportive of a distributed governance model, with overall assurance provided to the Board through collective Committee oversight.

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

8 CHANGE

8.1 **Portfolio Progress Report – Data as of 29 June 2026**

8.1.1 HM presented an update on the Strategic Change Portfolio, highlighting that the Corporate Services Review (CSR) and Enabling Infrastructure Programmes remain

amber due to delivery pressures, resource availability and benefits realisation challenges.

8.1.2 Progress was reported across the New Mobilising System, Rostering, ESMCP/In-Vehicle Systems, Safety and Assurance Management System, Self-Contained Breathing Apparatus, SDR and Organisational Culture and Leadership initiatives.

8.1.3 Significant risks were highlighted relating to the delayed delivery of the Rostering project, insufficient programme and project resources, funding pressures, benefits realisation, supplier performance, and dependencies affecting key technology programmes. The Committee also noted concerns regarding organisational capacity to deliver multiple concurrent change initiatives and the importance of embedding lessons learned to improve future programme delivery. Mitigation activity was ongoing through enhanced portfolio governance, benefits management, resourcing reviews and independent assurance arrangements.

8.1.4 The following programmes were highlighted and discussed:

8.1.5 Service Delivery Review (SDR)
HM advised that the key milestone of a Board decision on SDR had been achieved on 22 June 2026 and the programme had now moved into the next phase of delivery planning. Extensive stakeholder engagement supported the decision-making process, and work was underway to develop implementation plans and capture lessons learned. Concerns were highlighted regarding programme resourcing, with a significant proportion of project staff employed on fixed-term contracts which were due to end. It was noted that future progress would be dependent on securing appropriate resources and funding arrangements. The Committee was advised that negotiations relating to the Alternative Duty Systems workstream had taken longer than anticipated and could impact delivery timescales.

8.1.6 Corporate Services Review (CSR)
HM reported progress continued within the CSR Programme, including identification of the preferred procurement route for the Corporate Business Solutions (CBS) project and recruitment of a Senior Project Manager. Committee members were advised that a compressed timetable remained the key challenge, with the Full Business Case for (CBS) required by September 2026. Further work is ongoing regarding the Pay and Reward Framework Review, Service re-design activity and development of the Digital, Data, Technology and Data Governance Strategy. Risks remained around resource availability and the ability to identify suitable benefits measures and baseline data to demonstrate programme success.

8.1.7 Enabling Infrastructure (EI)
The Committee received an update in respect of the EI Programme and noted that although progress had been made on a number of projects, several significant delivery risks remained. The New Mobilising System continued to face schedule pressures due to dependencies associated with the integration platform (Boomi) and other technical requirements. The Rostering Project remains a business-critical concern, with supplier performance issues and system functionality challenges resulting in delays and an anticipated implementation date extending into 2027. Members were advised that contingency arrangements would be needed to maintain appliance crewing capability beyond September 2026. Updates were also provided on the Self-Contained Breathing Apparatus (SCBA) project, where procurement activity was progressing, and on In-Vehicle Systems, which continue to roll out successfully. Resource availability across the programme remained a significant delivery risk.

8.1.8 Organisational Culture and Leadership (OCL)
HM reported that the OCL Programme remained in a positive position, with overall programme status reported as Green. Progress had been made in establishing

governance arrangements, including the formation of the Advisory Board and approval to recruit key specialist roles. The Committee noted that the programme encompassed a number of initiatives including leadership and management development, employee voice, workforce inclusion, values review, safety and standards, and partnership working. Funding had been secured to support delivery, and the first meeting of the Advisory Board has been scheduled.

8.1.9 The Committee sought further assurance regarding Portfolio resourcing, particularly the impact of fixed-term contracts ending on delivery of the SDR Programme. HM confirmed work was underway to develop more sustainable resourcing arrangements for the Portfolio office. The Committee also raised concerns regarding delays with the Rostering Project whereupon it was agreed a more detailed discussion on Rostering would be held within the Private session. Committee requested further clarification on procurement arrangements and timescales associated with the SCBA project.

8.1.10 The Committee queried the risks associated with the expiry of fixed-term contracts and sought assurance that project expertise and organisational knowledge would not be lost. HM advised that while some fixed-term contracts had ended, recruitment activity was ongoing and proposals would be submitted to establish permanent project delivery roles using approved funding. Members were advised future resource requirements for the SDR would be determined through ongoing implementation planning. AW confirmed funding for the SDR team had been included in the current year's budget to support continued recruitment and programme delivery.

8.1.11 In response to a query from the Committee regarding the Digital, Data and Technology Strategy (Item 3.11.4), JW advised he had not contributed to this paper prior to its submission to SLT. JW confirmed he had since engaged with relevant colleagues and understood that the strategy itself had been approved, with work now focused on implementation. Members were advised SLT had requested additional information regarding proposed investment requirements and that a revised submission would be returned to SLT for further consideration. HM confirmed that the associated Business Case remained subject to further clarification before approval could be progressed.

8.1.12 The Committee sought clarification regarding report reference 3.12.3 (Rostering Project) namely, a request received from Unison to re-run the pilot associated with roster contract changes, noting the stated risk of a potential collective grievance if the request was not actioned. AW advised ongoing discussions were being undertaken with representative bodies, however, was not sufficiently sighted on the detail to provide a full explanation. The Committee agreed a further update would be sought on the matter.

ACTION: SO'D

8.1.13 The Committee also sought assurance regarding the deliverability of several major projects currently reported as Amber and queried whether the level of risk was being understated. AW advised, whilst confidence remained that key projects such as the New Mobilising System could be delivered, significant dependencies, resource pressures, contractual challenges and external factors continued to be actively managed. AW advised absolute assurance could not be given that projects would not move to red status; however, robust governance and monitoring arrangements were in place to identify and address emerging issues at an early stage. HM advised the Amber status reflected known risks being actively managed and provided transparency regarding areas requiring continued scrutiny.

8.1.14 The Committee sought information regarding report reference 3.7.6 concerning workload pressures within the Enabling Infrastructure Programme contributing to sickness absence, questioning whether sufficient immediate action had been taken to prioritise work and reduce pressure on staff. HM advised prioritisation activity had already been undertaken, particularly within Digital, Data and Technology Services, with critical

programmes prioritised and where appropriate lower-priority work deferred. HM noted a wider resource management approach was being developed to provide greater oversight of competing resource demands across the portfolio. AW confirmed discussions were ongoing regarding improved strategic prioritisation and alignment across Directorates. The Committee received assurance that both immediate mitigations and longer-term resource management improvements were being progressed.

8.1.15 JW advised recent prioritisation activity appeared to have alleviated some pressures and undertook to investigate reported health and wellbeing impacts on colleagues supporting and delivering Change activity and provide further information to the Committee

ACTION: JW

8.1.16 The Committee scrutinised the report, noted the progress made across the Strategic Change Portfolio and acknowledged the delivery challenges associated with programme resourcing, project timelines and supplier performance.

8.1.17 **The Committee scrutinised and noted progress on the report.**

9 FINANCE

9.1 **Portfolio Finance and Performance Report - Data from Portfolio Report 2026/27 P3**

9.1.1 HM reported Strategic Change Portfolio remains on track with overall portfolio health rated Amber due to delivery pressures, resource constraints and a number of significant risks. The portfolio is entering a particularly intensive period of delivery, including key milestones for CBS, SCBA, New Mobilising System and Rostering.

9.1.2 The Financial Performance total approved portfolio expenditure across the next three financial years is £51.66M, with £11.45M planned for 2026/27.

9.1.3 HM reported overall approved business case costs were approximately £37.2M, with forecast expenditure around £35M, giving a forecast underspend of £1.45M (3.89%), which is within the agreed tolerance level. Most projects are either on budget or forecasting underspends.

9.1.4 **Rostering Project** - remains the most significant concern within the portfolio, currently red for time, cost in the current reporting period is due to supplier delays and the additional development costs arising from those delays, but that the position was expected to improve once a formal Change request had been approved and the project re-baselined.

9.1.5 **Breathing Apparatus** – significant spend of £4M capital is scheduled and due to fall into end of financial year. Too early to confirm whether the full spend profile would be achieved. HM advised the achievability of the planned spend would become clearer around September 2026 once procurement exercise concluded and preferred supplier has confirmed delivery timescales.

9.1.6 **Service Delivery Review** - showing red with overspend. Committee inquired what was holding up process. HM explained this was due to the timeline and due to come forward for approval within the next few months.

9.1.7 **Corporate Business Solutions -** Overall status Amber showing a relatively small spend in relation to budget. Progress towards procurement and Full Business Case development is scheduled for submission in September 2026. Financial performance remains within budget; however, compressed delivery timescales, recruitment of key project resources and the need to establish robust benefits measures continue to present risks to successful delivery.

9.1.8 **New Mobilising System** – Financial position remains green. Whole-life expenditure is forecast to fall below the approved business case. Benefits validation has been

completed, and assurance activity progressing.

9.1.9 **The Committee scrutinised the report.**

10 COMMITTEE ROLLING FORWARD PLANNING

10.1 **Committee Forward Plan**

10.1.2 The Committee considered and noted the Forward Plan. The following items were to be added:

- NMS Update (November 2026)

10.2 **Items for Consideration at Future IGF, Board and Strategy Day meetings.**

10.2.1 There were no items noted.

11 REVIEW OF ACTIONS

11.1 Several formal actions were recorded during the meeting.

12 DATE OF NEXT MEETING.

12.1 The next full Public Committee meeting is scheduled to be held on Thursday 5 November 2026.

REPORTS FOR INFORMATION ONLY

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

- Internal Audit Draft Terms of Reference – Change Management

(The public meeting broke at 1150hrs and reconvened in private session at 1200 hrs)

PRIVATE SESSION

13 MINUTE OF PREVIOUS PRIVATE MEETING: THURSDAY 14 MAY 2026

13.1 The Committee approved the Private Minute as an accurate record.

14 PRIVATE ACTION LOG

14.1 The Committee noted updated Action Log and approved the removal of closed actions.

15 PEOPLE, PAYROLL, FINANCE CLOSURE REPORT

15.1 LMcG presented the People, Payroll and Finance (PPF) Project Closure Report on behalf of Paul McGovern (PMcG). The Committee were asked to note the contents of the report and the formal closure of the project.

15.2 **The Committee scrutinised this report.**

16 CORPORATE BUSINESS SOLUTIONS

16.1 LMcG provided an update on Corporate Business Solutions, covering procurement progress, business case development, resourcing and assurance activity.

16.2 **The Committee noted this report was for information only.**

17 ROSTERING PROJECT

17.1 LK presented an update report on the progress of the Rostering Project and shared the outcomes of a recent options review relating to the Roster implementation.

17.2 **The Committee scrutinise the report.**

There being no further matters to discuss, the Private meeting closed at 1230hrs.

Agenda Item 10.2

PUBLIC MEETING - AUDIT AND RISK ASSURANCE COMMITTEE

THURSDAY 16 JULY 2026 @ 1000 HRS

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

PRESENT:

Brian Baverstock, Chair (BB)	Malcolm Payton, Deputy Chair (MP)
Neil Mapes (NM)	Therese O'Donnell (TO'D)
Madeline Smith (MS)	

IN ATTENDANCE:

Stuart Stevens (SS)	Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer Corporate Services
Mark McAteer (MMcA)	Director of Governance, Strategy and Change
Lynne McGeough (LMcG)	Head of Finance and Procurement
David Johnston (DJ)	Risk and Audit Manager
Tommy Yule (TY)	External Audit (Audit Scotland)
Sean Morrison (SM)	Internal Audit (BDO)
Robert Scott (RS)	HMFSI
Ijaz Bashir (IB)	Head of Asset Management (Items 8.1 only)
Carol Wade (CW)	Information Governance Manager (Item 8.1 and 12 only)
Chris Fitzpatrick (CF)	Business Intelligence and Data Services Manager (Item 10 only)
Mhairi Wylie (MW)	Chair of SFRS Board
Chris Casey (CC)	Group Commander Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Karen Horrocks, Verification and Risk Officer
James Wallace

1 CHAIR'S WELCOME

1.1 The Committee Chair opened the meeting and welcomed all those attending and those participating via MS Teams and reminded everyone 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 Andy Watt, Deputy Chief Officer
Deborah Stanfield, Interim Director of Finance, Digital and Infrastructure
Michael Oliphant, External Audit (Audit Scotland)

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

3.1 The Committee discussed and agreed that the previous private minutes will be taken in private.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest made.

5 MINUTES OF PREVIOUS PUBLIC MEETING:

5.1 **Thursday 9 April 2026**

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 9 April 2026 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 7.1.7 Internal Audit Progress Report 2025/26 (09/04/2026): TO'D advised that she had not been sighted on the Change Management Terms of Reference prior to the meeting papers being issued. This would be discussed further under Item 8.2.

Action 12.1.3 Risk Report Update (09/04/2026): Action to be re-opened. The Committee sought clarity on Board or Committee oversight of the AI policy and whether a specific AI risk(s) should be recorded.

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

7 COMMITTEE ANNUAL REPORT 2025/26 TO THE ACCOUNTABLE OFFICER AND BOARD

7.1 The Chair presented the Annual Report 2025/26, for approval prior to the submission to the Board for information. The following key areas were highlighted:

- Levels of assurance over key activities over the course of the year, in particular Internal Audit, External Audit and risk management.
- Scrutiny of Internal Audit reports and work which has provided reasonable assurance.
- Review of 2024/25 Annual Report and Accounts and External Auditor's report and the planning for the 2025/26 review.
- Overall the Service was relatively mature in regard to risk management and this provided good assurance. Recognition of the ongoing work in relation to risk appetite and assurance mapping.

7.2 The following revisions were proposed and agreed:

- Paragraph 5.1 to be amended to reflect Audit Scotland's 4th year of appointment.
- With paragraph 6.3, reference to the HMFSI Organisational Culture inspection to be amended to add Volume 1.

ACTION: BST

7.3 The Committee acknowledged the support provided from the Board Support Team throughout the year.

7.4 **Subject to the agreed amendments, the Committee approved the report for submission to the next SFRS Board meeting with reasonable assurance.**

8 INTERNAL AUDIT

8.1 Internal Audit Progress Report 2025/26

8.1.1 SM presented a report to the Committee which summarised the quarterly progress on the delivery of the 2025/26 Internal Audit Plan. SM advised that the assurance level, noted as substantial, should be amended to reasonable.

8.1.2 Final Report: Budgetary Management and Investment Prioritisation
SM presented the final report noting a moderate level of assurance. The audit had identified that investment prioritisation, governance, business case and benefits management processes were not yet fully embedded across the organisation. It was noted that there were strong templates and examples of good practice in place. However, there was limited evidence of a consistent organisation-wide approach, particularly in relation to benefit baselines and measuring outcomes. SM advised that, due to timings, budget prioritisation work had not formed part of the fieldwork process and had not been included within the findings. SM further advised that the current reporting system had limited functionality and procurement of a new system was being considered.

8.1.3 SO'D noted that the audit had highlighted the need for stronger links between budget management, investment prioritisation and the change portfolio. SO'D commented on the 2026/27 budget challenges and the need to ensure more effective prioritisation, systems/processes and allocating of resources. SO'D recognised that further work was required in relation to benefits realisation which included clearly defined outcomes, identifying baselines and evidencing progress.

8.1.4 Brief discussion took place on whether the completion date (31 March 2027) was appropriate and for consideration to be given to add milestones to monitor progress.

ACTION: MMcA

8.1.5 MMcA noted that the existing new demand management process would be strengthened through improved training and consistent application. Brief discussion took place on the capacity and capability across the full portfolio and how critical path analysis could be used to help identify and manage any issues.

8.1.6 The Committee noted the findings on the robust financial management processes. The Committee commented on the current forecasting arrangements and whether there would be benefit from a more formal reforecasting approach being undertaken. SO'D advised that the Service were content with the current forecasting process.

8.1.7 The Committee commented on the finding relating to the lack of clear measurable outcomes and the implications arising from this. It was felt that this was a reoccurring and fundamental issue which the Service should have learnt lessons from past experiences.

8.1.8 In relation to the long term financial planning, the Committee noted that this was an area that required greater focus. SO'D advised that the Long Term Vision was due to be refreshed and this would enable the Service to identify investment opportunities to address long-term challenges. It was proposed that the management responses could be enhanced to incorporate the pending refresh of the long term vision/investment planning as the current reference to reviewing business cases did not fully address the recommendation.

ACTION: MMcA

8.1.9 The Committee noted that the proposed project and programme sizing definition framework had been identified as good practice and therefore, there was no planned follow up on progress, etc. SM advised that the upcoming Change Management Audit would consider and provide assurance on the framework.

8.1.10 The Committee noted that 3 of the final reports had identified a gap between the design of

controls and the effectiveness of their application and requested that a high level paper be brought to the next meeting to provide an update on how this would be addressed. It was also noted that there remained weaknesses in business cases and benefit tracking despite this being highlighted previously. The Committee commented on the need to ensure clear alignment with strategic priorities when considering any proposed changes/initiatives.

ACTION: SS

8.1.11 Final Report: PPE Process

SM presented the final report noting that the audit had identified several areas of good practice. Key findings related to incomplete PPE logbooks, unavailability of external suppliers reports to check/confirm annual inspection processes, lack of overview on frequency of station audits and progressing of follow up actions and insufficient evidence that the Contaminants SOP was being consistently applied during incidents. The findings also identified the completion rates for the mandatory contaminants training was lower than anticipated and there were unnecessary delays in applying processes relating to leavers, lost, stolen or defective PPE.

8.1.12 IB welcomed and acknowledged the findings within the audit.

8.1.13 In regard to station audits, the Committee commented on the limited oversight on frequency and follow up actions being progressed. SM noted that only a small selection of station audits had been reviewed and these had provided assurances on areas such as health and safety and training. SM advised that, at the time of the audit, a new system solution was being considered and this would improve record keeping as well as tracking of actions, etc.

8.1.14 The Committee commented on the completion date (March 2028) assigned to Finding 2 and queried whether this could be brought forward. SM noted that challenges relating to data protection and GDPR had impacted on the date, however this would be reviewed during follow up work. IB advised that this date took into consideration other competing workloads, however, he confirmed that this would be completed earlier, if possible.

8.1.15 RS reminded the Committee that similar findings in relation to station audits had been identified during the Operational Assurance Inspection last year. He noted that limited capacity within the operational assurance team had been identified and additional investment in staffing had been recommended.

8.1.16 The Committee requested that all completion dates be reviewed and, where possible, they are brought forward and that milestones are introduced for remaining longer term dates.

ACTION: MMcA

8.1.17 The Committee commented on the importance of a prompt response to the risks relating to contaminants and that the current management response relating to the system redesign was not adequate. The Committee noted that an update should be circulated outwith the meeting to provide an overview of the immediate response to safety critical recommendations within the audit.

ACTION: IB

8.1.18 The Committee were reminded that station audits formed only one element of assurance and the process would benefit from being strengthened. SO'D noted that enhanced communications had been issued to highlight the importance of these audits. The Committee welcomed this communication but noted that it should emphasise that compliance should be evidenced and reporting from local senior officers should be improved. It was noted that performance reporting should not focus solely on completion rates but should be used to identify themes, remediation actions undertaken and evidenced.

8.1.19 In regard to station audits, it was noted that a recent paper presented to the Service Delivery Committee would be shared with the Committee for information.

ACTION: BST

8.1.20 Final Report: Freedom of Information

SM presented the final report noting that the audit had identified several areas of good practice, enhancements to the case management system and increased resources within the team. The audit findings identified areas for improvement which related to mandatory training completion levels and responding within statutory timescales. It was noted that the Service's performance and compliance had improved during the year.

8.1.21 MMcA acknowledged and welcomed the findings and advised that measures had already taken steps to address the issues. He noted that temporary support and an additional permanent team leader had increased capacity within the team.

8.1.22 CW advised that the intervention, served in 2024, had identified inefficiencies within processes. CW noted that the internal audit had formalised these issues, helped to establish clear actions/focus and support continued improvements.

8.1.23 SS reminded the Committee that the Service were subject to a consistent high volume of complex requests. SS extended his thanks to MMcA, CW and her team for their continued efforts to address these challenges whilst making significant improvements.

8.1.24 In regard to completion of data protection and information security training, the Committee queried whether the 49% was accurate. CW advised that this was accurate and was attributable to competing priorities across the Service. CW further advised that a two-tiered mandatory training package was being developed for implementation later this year.

8.1.25 In regard to succession planning, the Committee noted concerns of resilience within the small team. CW provided a brief overview of the measures already in place including job shadowing (within the team) and improvements to policies and procedures.

8.1.26 MMcA provided a brief overview of the role of SPOCs (single point of contact) within the Service.

8.1.27 In regard to AI, the Committee queried how the Service would manage both the risks and opportunities associated with AI. MMcA provided a brief overview of the Service's monitoring of AI developments including engagement with providers, partner agencies experience, etc. It was noted that the current AI products were insufficient and still required substantial levels of manual work. It was further noted that the public use of AI may increase the volume and complexity of requests in the future.

8.1.28 Final Report: Estate Management

SM presented the final report noting a moderate level of assurance and that the Civica system was effective for management of reactive and planned repairs.

8.1.29 The audit highlighted the need for improved strategic asset-management plans and clearer oversight of repair prioritisation across the geographically dispersed estate. It was found that scheduling and financial constraints were delaying lower-priority work whilst health and safety risks remain prioritised. Actions raised through site risk assessments lacked target completion dates or prioritisation levels.

8.1.30 IB acknowledged and welcomed the audit, noting the substantial improvements within asset management over the past five years. IB accepted the findings and actions required to support further progress but highlighted that significant investment pressures remain.

8.1.31 The Committee sought clarification on the benefit of an overarching estates strategy. SM advised that the current asset-management plans set out broad objectives. An overarching strategy would provide clear links for future estate requirements, capital investment and actions to address the wider operational/reform priorities. SS acknowledged the potential for an overarching document but noted that individual component plans remained the most practical approach.

8.1.32 The Committee sought clarity on the timescale for the HMFSI and Audit Scotland inspection on Capital Estates. RS advised that the first meeting was scheduled on Monday 20 July 2026 and the inspection would conclude by March 2027. RS noted that BDO's audit had covered a significant portion of the planned review and this would help to reduce the overall timescale.

8.1.33 In regard to the management response for finding 3, the Committee noted this could be misinterpreted and that clearer assurance was required that statutory and safety-critical work would be prioritised and funded as required. SM advised that the outstanding actions related to improvements, such as dignified workplaces and shower facilities, rather than immediate safety risks. It was confirmed that urgent issues were being prioritised and actioned as appropriate.

(I Bashir left the meeting at 1124 hrs)

8.1.34 Annual Follow Up Report
SM presented the annual follow up report noting that quarterly progress reports had been provided throughout the year. SM advised that significant progress had been made with 32 actions closed, 7 actions had been superseded, 2 actions were in progress and a further 8 actions were not yet due. The Committee commented on the improvement in relation to long-standing actions being addressed in recent years and noted that this momentum should continue.

8.1.35 Annual Assurance Statement 2025/26
SM presented the annual assurance statement for 2025/26 noting that the governance, risk management and control arrangements were generally satisfactory with some improvement required. It was noted that effective follow-up and action management supported the overall positive opinion. SM highlighted several recurring themes which included mandatory training, compliance with procedures, limitations in systems, limited resources and single points of failure.

8.1.36 The Committee recognised the progress being made but commented on the continuing gap between well-designed policies and their effective implementation. It was noted that strengthened compliance, performance oversight and accountability arrangements would help to address this issue. The Committee requested a short, high-level report be brought to the next meeting (October) to explain how the Service would address the gap between well-designed policies and their consistent implementation, how assurance mapping, compliance and risk arrangements would support this work and the resource/investment required.

ACTION: SS

8.1.37 Typographical errors relating to the superseded percentages was noted within the covering report and executive summary.

8.1.38 **The Committee scrutinised the report with reasonable assurance.**

(The meeting broke at 1136 hrs and reconvened at 1145 hrs)

8.2 Internal Audit Progress Report 2026/27

8.2.1 SM presented a report to the Committee which summarised the quarterly progress on the

delivery of the 2026/27 Internal Audit Plan and draft terms of reference. SM advised that the assurance level, noted as substantial, should be amended to reasonable. The following key points were highlighted:

- Health and Safety fieldwork was nearing completion and the draft report would be finalised in the coming weeks.
- Staff Development Performance Management review was progressing well. Any comments raised by the Committee today would be incorporated into the fieldwork.
- Financial review draft terms of reference was progressing through SLT and the timings of the review was also being considered.

8.2.2 The Committee noted that consideration of AI should be included within the terms of reference for all future reviews. This would help to assess all current practices and potential opportunities to use AI.

8.2.3 Terms of Reference: Procurement

SM noted that the review would consider progress since the previous contract management review and identify further areas of improvement. The review would also focus on the embedding of practices and whether a proportionate approach was being applied to contracts.

8.2.4 The Committee suggested that the review should consider whether the Service had sufficient capability or had access to specialist skills required for different types of procurement. SM advised that this could be considered within the review to help provide clarity on capability and how it was assessed.

8.2.5 The Committee commented on the UIG process and whether this was proportionate and efficient. SM advised that engagement with end users would be undertaken regarding lessons learnt from procurement exercises.

8.2.6 Terms of Reference: Staff Development

The Committee noted that succession planning was not included with the terms of reference. SM advised that succession planning had originally formed part of this review. However, due to ongoing work in this area, it would not be appropriate to review at this time and could potentially be reviewed separately in future years. SM confirmed that the current review focused on training, development, performance and appraisal.

8.2.7 In regard to Performance Management, the Committee queried whether this should be given more prominence than appraisals in identifying staff development needs.

8.2.8 The Committee commented on the potential to review how learning and development requests arising from appraisals were being prioritised to ensure that all essential/relevant requests were being addressed.

8.2.9 Brief discussion took place on mandatory training including the difference between legal/regulatory and strategic priorities identified training. It was noted that all mandatory training was important and should not be classified into a two-tier system.

8.2.10 Terms of Reference: Change

SM advised that the purpose of the review was to assess how the function was performing, future direction and the end users experience. The review would also focus on training and upskilling across the Service and the benefits from this.

8.2.11 In regard to the Strategic Planning and Change Committee oversight, SM noted that the Committee's views would form part of the stakeholder feedback process.

8.2.12 During discussion it was noted that the review should consider whether operational processes were fit for purpose, delivered the needs of the organisation and alignment with

the strategic priorities. Other areas that were highlighted included benefit tracking, consistency in application across the Service/within the function and how lessons learned were being identified/embedded, identification of cross cutting risks and delivery timescales and return on investment.

8.2.13 It was noted that the change function had been the focus of previous reviews. Therefore, the Committee requested that the upcoming review should focus on strategic alignment and assessing whether the Service had the appropriate enabling function and activities in place.

8.2.14 Terms of Reference: Business Performance
The Committee sought clarification that the focus on the new Performance Management Framework (PMF) would include how it operated and its alignment with strategic objectives. SM offered his assurance and confirmed that the review had been scheduled towards the end of the audit plan to allow the framework to become established across the Service.

8.2.15 The Committee noted that it would be helpful to understand how performance, risk and assurance connected together and it would be useful to have exemplar practices of other organisations within the final report.

8.2.16 **The Committee scrutinised the report with reasonable assurance.**

8.3 SFRS Progress Update/Management Response

8.3.1 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:

- Seven actions had been closed during this reporting period.
- Twenty actions remained open.
- Ongoing focus to review, cleanse and remove legacy actions.

8.3.2 The Committee sought clarification on the Internal Audit's comments "per management response action in progress". SM explained that some recommendations had been closed where the original risk had been addressed by new frameworks or guidance and any further improvements were going beyond the original action/risk. SM noted that other actions would remain open until sufficient evidence had been provided and some actions had been superseded/closed due to changes in the Service's priorities, risks or financial circumstances.

8.3.3 In regard to Risk Management (Rec 1), the Committee sought clarification on the timetable for developing strategic risks. DJ advised that a joint SLT and SMB workshop had been held. The outcomes of the workshop would be presented to the SLT for further discussion on strategic risks, alignment with risk appetite and SFRS Strategy.

8.3.4 In regard to Change Management (Rec 5.1), the Committee noted that the revised governance structure would be considered by SLT in July 2026 and queried whether these would be shared with the Board or SPPC for information. MMcA confirmed that this was the case.

8.3.5 **The Committee scrutinised the update report and acknowledged the progress being made with reasonable assurance.**

9 EXTERNAL AUDIT

9.1 External Scrutiny Report and Recommendation

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

- Total of 21 out of the 26 total Action Plans had been completed.
- The Mental Health and Wellbeing Support action plan contained 25 actions with 15

actions completed.

- The West Service Delivery Area action plan contained 30 actions with 25 actions completed.
- The Organisational Culture Volume 1 action plan contained 25 actions with 10 actions completed
- Four Action Plans were in development for Operational Assurance, North Service Delivery Area, Operational Training and Development and Planning and Preparedness for the Commonwealth Games 2026.

9.1.2 In regard to the Mental Health and Wellbeing Support action plan, the Committee noted the good progress being made. The Committee requested an update on the re-formed Mental Health and Wellbeing Group, including frequency of meetings, resourcing and progress being made.

ACTION: MMcA

9.1.3 RS highlighted the Service's commitment in the development of action plans in response to recommendations raised through inspections and the significant work undertaken to complete them.

9.1.4 The Committee commented on the appropriate duration for which completed action plans should remain on the dashboard.

9.1.5 **The Committee scrutinised the report with reasonable assurance.**

9.2 Independent Line of Assurance Reporting Proposal

9.2.1 DJ presented a report outlining the proposal to enhance visibility and oversight of progress against independent assurance reporting across the Service. DJ highlighted the challenges relating to presenting the information in a standardised format and that work would continue to develop a template for recording and monitoring actions.

9.2.2 The Committee commented on benefits of more strategic oversight rather than an operational monitoring of individual action plans. The potential to link with assurance mapping was also discussed.

9.2.3 The Committee also commented on the assurance gaps relating to local authority scrutiny which was due to different approaches across the local authorities and inconsistent reporting within the Service.

9.2.4 The Committee were supportive of standardising reports/templates however, concerns were noted on the potential delays whilst this was being developed. It was noted that the future proposed reports should be refined with cross cutting themes and assurance gaps clearly identified.

9.2.5 **The Committee scrutinised the report with reasonable assurance.**

10 AUDIT AND RISK ASSURANCE COMMITTEE QUARTERLY PERFORMANCE Q4 2025/26

10.1 CF presented the Committee with the third 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:

- KPI38 (FOI within timeframe) was reporting a significant improvement.
- KPI 37 (Data breaches), KPI58 (Average age of heavy fleet) and KPI 59 (average age of light fleet) were all reporting exceptional variation.

10.2 In regard to data breaches, the Committee were informed that there was no identifiable reason for this increase. The Data Information Governance Group were aware and would manage any arising issues.

10.3 **The Committee scrutinised the report with reasonable assurance.**

(C Fitzpatrick left the meeting at 1235 hrs)
(C Wade joined the meeting at 1235 hrs)

11 SFRS ANNUAL GOVERNANCE STATEMENT 2025/26

11.1 MMcA presented the Annual Governance Statement (AGS), for inclusion in the Annual Report and Accounts of the Scottish Fire and Rescue Service (SFRS) for the year ended 31 March 2026 for scrutiny. MMcA noted that during preparation no significant issues or risks had been highlighted. However, some areas of improvement had been identified and these had been monitored through internal management processes.

11.2 As Accountable Officer, SS advised the Committee that the review process had been rigorous and had identified opportunities to strengthen statements, as well as areas of learning and development.

11.3 The Committee suggested the following amendments/comments:

- On Page 11 (paragraph 2), it was felt that the wording understated the role of People Committee and did not accurately capture the variety of the work undertaken.
- Reference to the People, Payroll, Finance and Training Project to be updated to the new project title.
- Section 6 (Significant Issues), the Committee commented on the misleading title however, it was confirmed that this was part of the template and could not be amended.

ACTION: MMcA

11.4 The Committee noted and welcomed the assurance that the process had been subject to rigorous scrutiny and remained a valuable tool for the Service.

11.5 **The Committee scrutinised the report with substantial assurance.**

12 ANNUAL DATA COMPLIANCE REPORT

12.1 CW presented a report to the Committee providing an update on annual compliance statistics in relation to the Freedom of Information (Scotland) Act 2002 (FOISA), Environmental Information (Scotland) Regulations 2004 (EIR) and Data Protection Act 2018 (DPA). The following key points were highlighted:

- Total number of requests have increased by 532 on the previous year which was equivalent to an additional quarter.
- Improvements in performance including completion rates and response times. Quarter one performance levels for FOI and EIR were reporting 98% and 95% respectively.
- Positive benchmarking against other justice sector organisation for FOI and EIR requests and the high level of full disclosure responses.
- Recent Internal Audit undertaken to review FOI and Subject Access Requests.
- Good progress had been made in relation to the Scottish Information Commissioner's intervention order.

12.2 The Committee recognised the level of performance being achieved by the under-resourced team.

12.3 In regard to the high volume of requests from Police Scotland, CW explained that these were formal information requests linked to investigations and as such, required robust audit trails in case of court proceedings.

12.4 In regard to the volume of requests from employees, CW explained that these often related to data protection queries and/or requests for advice. These requests could involve significant work and were recorded to accurately reflect the workload of the team.

12.5 **The Committee scrutinised the report with reasonable assurance.**

(C Wade left the meeting at 1249 hrs)

13 FRAUD REPORT

13.1 DJ presented the fraud report to the Committee for scrutiny and highlighted the following key points:

- No confirmed fraud cases or whistleblowing had been reported during the reporting period.
- Appendix B provided the initial breakdown report of mandatory training completion rates by staffing group and subject matter. This report would continue to be developed.
- Additional detailed breakdown of information was available for managers to enable them to monitor compliance and performance levels for individuals and/or stations.

13.2 The Committee noted and welcomed the improved report.

13.3 In regard to completion rates for Volunteers, the Committee noted that these were notably lower than other staffing groups. It was acknowledged that limited contact time and the different training arrangements for this staffing group created challenges. DJ noted that alternative approaches such as collective training options were being explored.

13.4 **The Committee scrutinised the report with reasonable assurance.**

14 NATIONAL FRAUD INITIATIVE REPORT FOR 2024/25 EXERCISE

14.1 DJ presented a report to the Committee providing an update on the outcomes of the National Fraud Initiative (NFI) Exercise 2024/25. The following key points were highlighted:

- Exercise had been 100% completed and reviewed.
- Total monies recovered amounted to £25,000.
- Positive engagement with Audit Scotland and other public sector bodies throughout the process.
- NFI self-appraisal checklist (appendix A) captures lessons learned and supports ongoing training and process improvements.
- Thanks were extended to Karen Horrocks and her team for the work undertaken throughout this exercise.

14.2 The Committee queried whether the Service could have identified these issues independently. DJ advised that the NFI process was embedded within the internal controls framework and was utilised by the Service. It was noted that the NFI used complex and specialist data checking processes which the Service would not be able to replicate.

14.3 The Committee commented on the strengthening of fraud awareness and compliance training. DJ advised that initial training for a core group has been identified with scope for further specialist training in the future.

14.4 **The Committee scrutinised the report with substantial assurance.**

15 INTERNAL CONTROLS UPDATE

15.1 **Risk Report Update**

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

- Regular meeting/process to review and update directorate risks, controls and mitigations.
- Commenced discussion regarding strategic risks.
- Proposals to bring new risk dashboard to future workshop/strategy day.

15.1.2 The Committee noted the new risk relating to recruitment/retention of procurement personnel. DJ advised that previously there had been a combined capacity risk for procurement and other finance areas.

15.1.3 The Committee commented on the risk of insufficient core funding and the inability of replacing ageing systems. The Committee noted the importance of sufficient strategic ICT leadership and capacity to prioritise requirements and develop compelling investment cases. It was recognised that the core funding risk related not only to technology but also to people, capability and capacity.

15.1.4 The Committee noted that no mitigating actions had been outstanding for more than nine months. However, concern remained over the significant number of risks that were rated 15 or above. It was noted that work was ongoing to review mitigating actions to ensure that they remained effective, demonstrated actions being taken and the intended outcomes.

15.1.5 The Committee commented on the need to review risks above appetite levels to assess the current risk approach and the identification of clear mitigation actions towards an acceptable position. DJ reminded the Committee of the ongoing development of the risk dashboard. This would provide a fuller view of controls and ongoing work as well as supporting more informed risk assessment and stronger scrutiny.

15.1.6 It was agreed that the new risk dashboard would be presented at the Committee workshop (3 September 2026).

15.1.7 **The Committee scrutinised the report and noted the continuing progress being made with reasonable assurance.**

(G Welsh joined the meeting at 1314 hrs)

15.2 UPDATE ON INTEGRATED ASSURANCE MAPPING

15.2.1 CC presented a report to the Committee providing an overview of the implementation and development of assurance mapping within the Service. CC highlighted the introduction of a Power BI solution which would provide a more integrated approach to assurance. The map would be populated after meetings with the agreed assurance level. The map would then be used at forward planning meetings to identify any overlaps or gaps and would help to shape Committee agendas and/or programme of work.

15.2.2 GW presented the Power BI assurance mapping tool which would be used to capture Committee reports, align them to themes and lines of defence framework. The mapping tool would be used to record assurance levels and challenges raised by the Committee. GW advised that as more data was added, the tool would be able to help identify assurance gaps, inform forward planning and support a “path to green”.

15.2.3 In regard to a combined overview, GW advised that this would be developed for the Integrated Governance Forum to highlight gaps across Committees and would be available in the next quarter.

15.2.4 The Committee welcomed the assurance mapping tool noting its usefulness in recording external scrutiny and identifying gaps. The Committee commented on the importance of linking to strategic objectives and key deliverables and remaining vigilant to ensure that all assurance needs were being captured and nothing was being overlooked.

15.2.5 **The Committee scrutinised the report with substantial assurance.**

(T Yule left the meeting at 1320 hrs)
(C Fitzpatrick joined the meeting at 1320 hrs)

15.3 Update on SFRS Emerging Use of AI

15.3.1 CF provided a verbal update to the Committee on the SFRS emerging use of AI and highlighted the following key points:

- AI was increasingly becoming embedded in software and normal business operations. Research estimated that AI could save public-sector workers up to 30 million hours per week which would allow greater focus on higher-value work.
- The Service were taking a proactive, governance-first approach by establishing controls, policies and assurance arrangements before wider adoption.
- An AI policy was being developed and would be based on human oversight and accountability, data protection, transparency, fairness and auditability.
- Potential areas of AI adopted that would add value would be identified.
- Keen awareness of the risk associated with wider AI adoption.
- Governance oversight would be through the Data and Information Governance Group with strategic oversight by the Strategic Leadership Team.
- Reasonable assurance was offered that appropriate measures were being taken to govern AI responsibly.
- Paper would be submitted to the SLT in July/August and would then be submitted to the next Committee meeting (October).

15.3.2 The Committee noted that AI governance could potentially be a recurring theme across several committees due to challenges associated with the implementation and compliance with the policy. The Committee queried whether governance would involve several committees, with different lenses or the full Board. MMcA confirmed that the policy would set out the principles to support consistent consideration across the organisation.

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

16 ANNUAL REPORT ON HMFSI BUSINESS

16.1 RS presented the annual report to the Committee to provide an update on HMFSI's inspection and reporting activity during 2025-26. The following key points were noted:

- Organisational Culture Volume 1 laid before Scottish Government in June 2025 with a brief overview of the inspection's focus and findings.
- Operational Assurance laid before Scottish Government in September 2025 with a brief overview of the inspection's focus and findings.
- Operational Training and Development laid before Scottish Government in June 2026 with a brief overview of the inspection's focus and findings.
- Focussed report on the Planning/Preparedness for the Commonwealth Games 2026 with a brief overview of the inspection's focus and findings.
- Overview of the planning activity for 2026-27 which included Operational Control, Organisational Culture Volume 2 and Property, Estate and Fleet.
- Personnel changes within the HMFSI Team with the retirement of Graeme Fraser and appointment of Andrew Hearn.

16.2 In regard to the Property, Estate and Fleet inspection, the Board commented on the potential for the Service to undertake further collaborative/shared resources work. RS noted that collaboration and use of shared resources would form part of the inspection. He further noted that these areas were being considered by other inspection bodies and Scottish Government and there was a need for greater cross-service collaboration.

16.3 **The Committee noted the report.**

17 REVIEW OF ACTIONS

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

18 FORWARD PLANNING

18.1 **a) Committee Forward Plan Review**

18.1.1 The Committee considered and noted the Forward Plan.

18.2 **b) Items for Consideration at Future IGF, Board and Strategy Days Meetings**
18.2.1 No items were identified.

19 DATE OF NEXT MEETING
19.1 The next public meeting is scheduled to take place on Thursday 20 October 2026 at 1000 hrs.

20 MINUTES OF PREVIOUS PRIVATE MEETING:
20.1 **Thursday 9 April 2026**
20.1.1 The minutes were agreed as an accurate record of the meeting.

20.2 **Matters Arising**
20.2.1 There were no matters arising.

20.3 **The minutes of the meeting held on 9 April 2026 were approved as a true record of the meeting.**

21 PRIVATE ACTION LOG
21.1 There were no outstanding actions on the private action log.

There being no further matters to discuss the public meeting closed at 1342 hrs.

DRAFT

PUBLIC MEETING – PEOPLE COMMITTEE

THURSDAY 17 SEPTEMBER 2026 @ 1300 HRS

VIRTUAL (MS TEAMS)

PRESENT:

Madeline Smith (MS) Chair	Andrew Smith (AS) (Deputy Chair)
Angiolina Foster (AF)	Malcolm Payton (MP)

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
Penny McIntyre (PMcI)	Director of People, Communications and Engagement
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Lyndsey Gaja (LG)	Head of People, PCE – People – Management
Jim Holden (JH)	Head of Safety and Assurance
Ross Robison (RR)	Deputy Assistant Chief Officer, Head of Training
Michael Humphries (MH)	Deputy Assistant Chief Officer, Head of Health, Safety, Wellbeing and Assurance
Laura McIntyre (LMcI)	Group Commander Operational Assurance (Item 7.2 only)
Sandra Haig (SH)	People Manager (Item 8.1 only)
Lynne McGeough (LMcG)	Head of Finance and Procurement (Item 8.3 only)
Paul McGovern (PMcG)	Programme Manager (Item 8.3 only)
Ceri Dodd (CD)	Deputy Head of People (Item 9.1 only)
Mhairi Wylie (MW)	Chair of SFRS Board
Christopher Casey (CC)	Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS:

Roz Munro
Linda McKenzie

1 CHAIR'S WELCOME

1.1 The Chair opened the meeting and welcomed those present, in particular Penny McIntyre to her first meeting, and those observing via MS Teams. 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 FOR ABSENCE

2.1 Neil Mapes, Board Member
Sarah O'Donnell, Deputy Chief Officer (Corporate Services)
David Farries, Assistant Chief Officer, Director of Operational Delivery

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

3.1 The Committee agreed that the draft minute from the previous private meeting and the private action log would be taken in private. It was also agreed that the *Key Case Update* report would be taken in private session due to the small number of individuals involved and confidentiality and in line with Standing Orders (Item 9D). The 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).

No further items were identified for private consideration.

3.2

4 DECLARATION OF INTERESTS

4.1 No conflicts of interest or declarations of interest noted.

5 MINUTES OF PREVIOUS MEETING: 18 JUNE 2026

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

5.2 **The minute of meeting held on 18 June 2026 was approved as a true record of the 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 PEOPLE COMMITTEE RISK REGISTER

7.1 **Risk Report Update**

7.1.1 The Risk Report, identifying Directorate risks and controls pertinent to the business of the Committee was presented for scrutiny. The report contained information on risks rated above and below 15 and their aligned risk appetite.

7.1.2 PMcI advised that it was her intention to review the people related risks. The Committee welcomed the review and noted that the future intention to consider risk more thematically. Consideration would be given to a potential Committee or joint workshop.

7.1.3 In regard to Risk TSA018 (Training Capacity), CMcG explained that this directorate-level risk focused on capacity within specific training teams rather than a Service-wide strategic risk. CMcG advised that capacity pressures were not attributable to budget decisions and noted that the risk was monitored against current and future demand. RR provided an update on the progress being made to address the capacity challenges.

7.1.4 The Committee commented on the inconsistencies within the risk table and CMcG offered an explanation of the current assessment and the target risk. It was noted that these issues would be discussed as part of the wider risk appetite session at the Strategy Day (24 September 2026). The Committee queried whether the report should focus solely on People related risks or include all risk. It was agreed that the scope of Committee Risk Reports would be considered within the Strategy Day.

7.1.5 In regard to the timescale for certain actions, the Committee queried whether they were accurate as they extended to 2035. AW advised that similar questions had been raised at another Committee and that this would be reviewed by Sarah O'Donnell, James Wallace and Greig Aitken next week.

7.1.6 The Committee queried whether a settled position had been achieved and what the Service's response to the UK Government's consultation on guaranteed hours provisions

would be. LG confirmed that, following engagement and external benchmarking, the Service had submitted a selective response focused on the implications for on-call firefighters. The Service was still awaiting the UK Government's decision on whether on-call firefighters would be exempt from the zero-hours provisions. The outcome would determine any required contingency measures, and an update would be provided to the People Committee once the position is clear.

7.1.7 In regard to POD23, the Committee noted their concerns on the protracted implementation due to its importance in agreeing how the Service changes were managed. LG advised that the work had been completed and the action had been closed.

7.1.8 In regard to FCO025, the Committee commented on the risk rating and risk appetite and highlighted this for discussion at the Strategy Day session on 24 September.

7.1.9 **The Committee scrutinised the risk update report with reasonable assurance.**

(L McIntyre joined the meeting at 1322 hrs)

7.2 Risk Mitigation Spotlight: Operational and Training Assurance

7.2.1 CMcG introduced LMcI, who presented the risk mitigation spotlight to the Committee for scrutiny. The following key points were highlighted:

- Plan, Do, Check and Act model was used to support safe, effective and compliant operational activity and continuous improvement.
- Training and operational assurance were closely linked, with an emphasis on working collaboratively with personnel and functions rather than imposing assurance on them.
- Training assurance provided an independent, standardised review of training quality, consistency, effectiveness and compliance, complementing existing internal audits and feedback.
- Current work included analysis of training centres, pilot audits of on-station training and engagement with station-based personnel.
- The training assurance model covers 3 stages: initial skills acquisition, maintenance and refresher training, and consistent application of skills at operational incidents.
- Operational assurance used incident reviews, debriefs, audits and real-time assurance officers to identify good practice, risks, procedural issues and opportunities for immediate safety improvements.
- Operations Control was fully included in operational assurance processes, supported by a team member with control-room expertise.
- Assurance findings follow established governance routes through the Organisational Learning Group, where actions were analysed, shared, implemented and evaluated to prevent recurrence and demonstrate impact.
- Progress had been made against action plans, particularly within operational delivery, although momentum and clear communication with risk holders must be maintained.
- The 2024–25 HMFSI Operational Assurance action plan contains 9 recommendations. Progress includes integrating Operations Control, improving understanding of the Operational Assurance Officer role, revising station audits and establishing training assurance.
- Benchmarking and partnership work involves Police Scotland, the Scottish Ambulance Service, the Fire Service College, NFCC, Greater Manchester Fire and Rescue Service, New Zealand Fire and Rescue Service, and Portuguese partners on wildfire training.
- Next steps included developing a training assurance framework within a wider operational, training and safety assurance framework; standardising forms within eSAMS (electronic Health and Assurance Management System); conducting joint training-centre audits; and using local expertise to identify trends and actions nationally.
- Effective engagement, communication and collaboration were identified as essential to delivering consistent assurance and tangible improvements for staff and communities.

7.2.2 The Committee thanked LMcI for the presentation and welcomed the emphasis on engagement and collaboration.

7.2.3 CMcG thanked LMcI for developing and delivering the presentation. He highlighted the importance of incorporating national organisational learning and noted that bringing operational doctrine together with training, safety, assurance and compliance under the revised ACO portfolio should strengthen oversight. CMcG noted that this integrated approach, supported by the Plan, Do, Check and Act model, would improve operational outcomes and organisational safety.

7.2.4 The Committee noted and welcomed the end-to-end assurance by involving Operations Control within the process.

7.2.5 The Committee sought clarification on how the Service assessed and managed capacity to deliver against actions identified through benchmarking, audits, inspections, etc. CMcG explained that planned improvements and continuous-improvement activities required different resourcing approaches. The Organisational Learning Group provided oversight, prioritised actions by risk and considered themes with future planning to support effective use of capacity. JH noted that, if necessary, issues would be escalated to the National Health, Safety and Wellbeing and Assurance Board, who would decide whether resources could be reallocated or timescales adjusted, based on risk and organisational impact.

7.2.6 In regard to the Operational Learning Group, the potential for the Committee to be given further insight into the process would be considered outwith the meeting.

7.2.7 The Committee noted that this assurance approach helped to demonstrate sustained impact, compliance and reduction in risk. The Committee queried whether lessons from this approach could be transferred to other areas of the Service. CMcG highlighted the Organisational Learning Group's broad reach, membership and evidence-based scrutiny which helped to embed the assurance approach across the Service. He noted that the draft Health, Safety and Assurance strategy would provide further opportunities to promote compliance, safety culture and effective support before and after incidents. The Committee agreed that a future workshop (potentially December 2026) would be held to allow further discussion on this area of work.

7.2.8 **The Committee scrutinised the risk mitigation spotlight and verbal update.**

(L McIntyre left the meeting at 1353 hrs)
(S Haig joined the meeting at 1353 hrs)

8 PEOPLE: WORKFORCE DEVELOPMENT

8.1 People Performance Report Quarter 1 2026/2027

8.1.1 The Committee noted the ongoing development of the new performance management framework and the reasons for a separate report not being provided for this meeting.

8.1.2 PMcI presented the People Performance Report Quarter 1 2026/27 to the Committee for scrutiny of the People Key Performance Indicators (KPIs) from the Performance Management Framework and the further details within the People Performance Report.

8.1.3 In regard to disciplinary cases, the Committee queried the reason for the increase in cases during this reporting period. The Committee were advised that the increase directly related to an increase in allegations which involved multiple personnel. The Committee commented on the broad categories and the potential to identify themes within future iterations.

8.1.4 In regard to Wholetime Firefighter (WTFF) recruitment, the Committee commented on the difference in the numbers of the female/male candidates at the shortlisting and assessment

stages. The Committee sought clarification of the selection criteria at both stages, the reason for the difference and if learning had been gained.

8.1.5 LG outlined the processes undertaken which included the use of an AI shortlisting tool (Alice) and the physical/calculation tests during the assessment day. The physical tests were in line with the NFCC standard for firefighters and that the Service would continue to look to identify how best to support candidates through each stage.

8.1.6 In regard to the exit questionnaire, LG noted the increase and outlined the reasons recorded. LG further noted that those categorised as culture and behavioural reasons related to relationships with colleagues rather than the individual's own behaviour.

8.1.7 In regard to the On Call Target Operating Model (TOM), the Committee noted the statement recognising the impact of the figures due to the legacy On Call TOM and requested an update. LG advised that a report on the proposals to update the On Call TOM had been presented to the Senior Management Board (SMB) and further work would be undertaken based on the feedback. LG noted that the proposals were to consider hours and appliance availability rather than headcount alone. AW reminded the Committee that this formed part of a wider review of On Call arrangements. The Committee were advised that a further update would be provided at the next meeting (December 2026).

8.1.8 In regard to the People Plan, the Committee noted that this had now been published and queried when measures would be put in place to enable a review of its successful implementation. PMcI noted that discussions were ongoing on this matter and that the intention would be to provide an overview of the measures at the next meeting (December 2026).

8.1.9 **The Committee scrutinised the People Performance Report Quarter 1 2026/27 with reasonable assurance.**

(S Haig left the meeting at 1411 hrs)

8.2 **Leadership Framework for SFRS**

8.2.1 PMcI presented the report to provide an update on the adoption of, and alignment to, the National Fire Chiefs Council (NFCC) Leadership Framework, and to provide the Committee with an opportunity to scrutinise the proposed approach to reviewing and embedding the framework.

8.2.2 The Committee noted and welcomed the adoption of the NFCC framework. AW reminded the Committee that some specific areas, such as legal compliance, collaboration and public service reform would still require additional internal measures to be identified to address these elements. LG provided a brief overview of how the Service could strengthen these areas and confirmed that an update would be brought to the next meeting (December 2026).

8.2.3 **The Committee scrutinised the Leadership Framework report with reasonable assurance.**

(L McGeough and P McGovern joined the meeting at 1416 hrs)

8.3 Corporate Business Solutions Project Update

8.3.1 PMcG presented an update to the Committee on the Corporate Business Solutions (CBS) Project and the progress that has been made since the last update in June 2026. Since the circulation of the report, PMcG advised that the full business case had been approved by the Strategic Leadership Team (SLT) and the Service would now proceed to contract award. LMcG noted the progress to date and that the successful delivery of the project was dependent on support from across the whole organisation.

8.3.2 The Committee welcomed the focus on specific, measurable benefits and suggested that any impact that was difficult to quantify should be assessed by proxy measure or qualitative evaluation. The Committee also welcomed the importance of retiring legacy processes/systems to ensure that the new processes were fully adopted.

8.3.3 The Committee sought clarify on how the Service would mitigate competing priorities/create capacity to ensure the successful delivery of the project. PMcG outlined the approach that would reduce demand and provide additional resources.

8.3.4 The Committee asked for consideration to be given to include updates on change readiness and the people element of the implementation programme with future reporting.

8.3.5 **The Committee noted the Corporate Business Solutions Project Update report with reasonable assurance.**

(L McGeough and P McGovern left the meeting at 1425 hrs)
(C Dodd joined the meeting at 1425 hrs)

9 EQUALITY, DIVERSITY, CULTURE AND FAIR WORK

9.1 Organisational Culture and Leadership Update

9.1.1 CD presented the report which provided an update on the Organisational Culture and Leadership (OCL) Programme, including programme documentation, an overview of Phase 1 projects, and HMFSI Organisational Culture within the Scottish Fire and Rescue Service (SFRS) inspection activity. The following key points were highlighted:

- Programme remained in the definition and mobilisation stage with progress being made across the workstreams. A controlled and proportionate approach had been taken as some elements were still resource dependent.
- Programme foundations had been strengthened, and the inaugural meeting of the advisory panel had taken place.
- Further update on progress, delivery readiness, sequencing and resource dependencies to be provided at the next meeting (December 2026).

9.1.2 The Committee noted and welcomed a fuller update in December and queried whether this was a realistic timescale. CD confirmed that this was a realistic timescale.

9.1.3 In regard to the governance, the Committee requested that future papers accurately record that they were scrutinising, rather than noting, the programme and progress being made.

9.1.4 In regard to the advisory panel, CD provided a brief overview of the external stakeholders on the panel and noted that the membership would remain under review to ensure it remained relevant as the programme developed.

9.1.5 **The Committee scrutinised the Organisational Cultural and Leadership Update report with reasonable assurance.**

(C Dodd left the meeting at 1434 hrs)

10 TRAINING

10.1 Training Function Update and Performance Report Quarter 1 2026/27

10.1.1 CMcG, introduced RR who presented the high-level overview of the Training function activity and performance over Quarter 1 2026/27 and highlighted the following key points:

- Official opening of the Perth Compartmental Fire Behaviour Training (CFBT) facility. Thanks were extended to Group Commander Sarah Robertson and Station Commander Ged Sheridan for their involvement.
- KPI PO14 (Training Module Completion Rate) showing a slight reduction due to seasonality (wildfires) and other significant incidents throughout the quarter.

- KPI26 (Core skills courses currency) reported an increase in emergency response driving from 82% to 84% based on the previous year. Thanks were extended to Group Commander Garry Douglas and his team for this effort.

10.1.2 The Committee thanked RR for the opportunity to visit the new training facilities at Perth Fire Station ahead of the official opening.

10.1.3 **The Committee scrutinised the Training Function Update and Performance Report Quarter 1 2026/27 with reasonable assurance.**

(Meeting broke at 1436 hrs and reconvened at 1445)

11 SAFETY, ASSURANCE AND WELLBEING

11.1 **Health, Safety, Wellbeing and Assurance Performance Report Quarter 1 2026/27**

11.1.1 JH presented the Health, Safety, Wellbeing and Assurance Performance Report Quarter 1 2026/27 to provide an update on key achievements and projects of work across the function to support Safety and Assurance KPIs JH introduced MH, who would support any questions in relation to wellbeing. The following key areas were highlighted:

- Inclusion of wider wellbeing work.
- Change in post incident support provider from The Rivers Centre to PAM Wellness.
- Recognition of the contribution and support provided by The Rivers Centre over their tenure.

11.1.2 In regard to verbal/physical attacks, the Committee sought clarity on the level of support provided by Police Scotland and timeliness of the support provided to affected personnel.

11.1.3 JH advised that when Police Scotland attended incidents involving violence, etc and perpetrators were identified, they would pursue charges under the Emergency Workers (Scotland) Act. JH highlighted that Police Scotland chaired the Your Safety Matters partner group and noted that this provided all organisations with a forum to discuss risk and share initiatives to improve the safety of frontline personnel.

11.1.4 JH advised that the rise in verbal attacks may be reflective of improved reporting processes rather than an increase in incidents. Following any acts of violence, debriefing and post-incident support arrangements were activated. Confidential counselling and wellbeing support was available to all personnel affected.

11.1.5 In regard to KPI 56 (Health and Safety Improvement Plan Actions), the Committee commented on the reduction in the number of actions completed. JH explained that the reduction was due to 3 actions relating to face-fit testing and outlined the measures being taken to address these actions. CMcG offered his assurance that the reduction was not due to poor performance but were a result of proactive decisions to ensure a better outcome in the longer term.

11.1.6 The Committee acknowledged that medical and fitness assessments had returned to business as usual activities.

11.1.7 In regard to the Home Office's Project Hygeia, JH advised that a gap analysis report has been presented to the National Health, Safety and Wellbeing Assurance Board. JH noted that the Service compared favourably with the existing measures. However, any identified actions would be added to the contaminants group implementation plan and further detail could be brought to a future meeting.

11.1.8 The Committee proposed a future risk mitigation spotlight on Wellbeing Champions to be brought to the next meeting. (Captured under Item 14.1).

11.1.9 CMcG noted that wellbeing champions were only one strand of wider support available to personnel. Consideration to be given to the potential for a broader risk spotlight for a future meeting.

11.1.10 **The Committee scrutinised the Health, Safety, Wellbeing and Assurance Performance Report Quarter 1 2026/27 with reasonable assurance.**

11.2 Health and Safety Policy

11.2.1 JH presented the Health and Safety Policy for information and to inform Committee of this year's Health and Safety Policy and the changes to its Statement of Intent following the annual review, in accordance with the Safety and Assurance Function Plan, SFRS restructuring, and its governance journey. JH offered his apologies that the incorrect Health and Wellbeing Policy had been appended to the covering report. The correct Health and Safety Policy would be issued within the revised meeting papers directly after the meeting.

11.2.2 JH outlined the changes with the revised policy and noted that the content remained largely unchanged.

11.2.3 **The Committee noted the Health and Safety Policy with reasonable assurance.**

11.3 Annual Health, Safety, Wellbeing and Assurance Report

11.3.1 JH presented the Health, Safety, Wellbeing and Assurance (HSWA) Annual Performance Report 2025-26 for scrutiny. JH noted that the report continued to evolve and the earlier progress through the governance process. The Committee were reminded that the annual report was the consolidation of the quarterly reports presented throughout the year.

11.3.2 The Committee commented on the benefits of a non-SFRS employee reviewing the report to improve clarity and accessibility for the wider audience. JH noted the comment and agreed to progress this.

11.3.3 In regard to the increase in RIDDOR incidents, the Committee noted that the reasons for the increase, lessons learned or improvements have not been included. JH noted the comment and the intention to strengthen the reporting on these incidents.

11.3.4 In regard to the governance route, the Committee noted their role in scrutinising this report and offering that assurance to the Board. It was suggested that the report should also be presented to the Board for scrutiny, rather than for information, given their collective legal responsibility. It was agreed that the report would be presented to the Board for scrutiny.

11.3.5 Brief discussion took place on the need to balance the mandatory reporting elements and highlighting priority areas, evidencing improvements, etc. It was agreed that consideration would be given to this in future iterations.

11.3.6 **The Committee scrutinised the Annual Health, Safety, Wellbeing and Assurance Report with reasonable assurance.**

12 AUDITS/INSPECTIONS

12.1 HMFSI Inspection Action Plan Update

12.1.1 LG presented a report updating Committee on the progress on HMFSI inspection action plans during Quarter 1 for scrutiny. Progress updates were provided for action plans relating to HMFSI reports on Organisational Culture (Volume 1) and the Mental Health and Wellbeing. The following additional updates and key points were highlighted:

- During Quarter 2, the People Plan had been launched.
- Updated progress against actions relating to impact assessment guidance, communications on learning and development investment and principals of appraisal process and performance/development work.

- Ongoing work relating to Corporate Business Solutions project.

12.1.2 CMcG advised that the HMFSI inspection on Operational Training and Development had concluded and that an action plan was currently being developed. He noted that the ownership of the action plan would be shared between himself and PMcI.

12.1.3 The Committee noted the positive report relating to the Planning and Preparedness for the Commonwealth Games.

12.1.4 **The Committee scrutinised the HMFSI Inspection Action Plan Update report with reasonable assurance.**

12.2 Internal Audit of Staff Development and Performance Management

12.2.1 LG presented the report to the Committee to provide visibility of the Terms of Reference for the internal audit of Staff Development and Performance Management. LG advised that the data protection impact assessment checks of a sample of appraisals had now been completed and the fieldwork was progressing.

12.2.2 The Committee noted that the draft terms of reference had been considered by the Audit and Risk Assurance Committee (ARAC). These discussions would hopefully help focus the audit and maximise the learning opportunities.

12.2.3 **The Committee scrutinised the Internal Audit of Staff Development and Performance Management with reasonable assurance.**

13 PARTNERSHIP WORKING

13.1 Employee Partnership Forum (EPF)

13.1.1 The Committee were advised that the meeting scheduled on 20 August 2026 had been stood down due to no items being raised.

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

13.2 Partnership Advisory Group

13.2.1 LG advised that following consideration by the Strategic Leadership Team, the decision was made to stand down the meeting scheduled on 1 September 2026. This single agenda item meeting had been due to focus on the Fire Brigades Union's Fight for 52 campaign. LG noted that the Service had advised the trade unions of the intention to consider maternity pay alongside wider ongoing works relating to terms and conditions and for any financial implications to form part of the 2027/28 budget submission to Scottish Government.

13.2.2 **The Committee noted this verbal update.**

14 FORWARD PLANNING

14.1 Committee Forward Plan Review

14.1.1 The Committee considered and noted the Forward Plan. The following additional items were noted:

- Risk mitigation spotlight on Wellbeing Champions (December 2026)
- Potential workshop - Operational and Training Assurance (Date tbc)

14.1.2 **The Committee noted the Forward Plan.**

14.2 Items for Consideration at Future IGF, Board and Strategy Day Meetings

14.2.1 No formal items were noted.

15 REVIEW OF ACTIONS

15.1 CC confirmed that there were no formal actions recorded during the meeting

16. DATE OF NEXT MEETING

16.1 The next meeting is scheduled to take place on Thursday 10 December 2026.

16.2 There being no further matters to discuss, the public meeting closed at 1521 hrs.

REPORT(S) FOR INFORMATION ONLY:

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

- People Policy Review Schedule Update
- Training Continuous Improvement Programme – Update Report
- Training Function Policy Review Schedule
- Safety and Assurance Documents Forward Planning Schedule

(The meeting broke at 1521 hrs and reconvened in private session at 1530 hrs).

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETING: 18 JUNE 2026

17.1 The minutes of the private meeting held on 18 June 2026 were approved as a true record of the meeting.

18 PRIVATE ACTION LOG

18.1 The Committee noted there were no outstanding actions.

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

19.1 **Draft Private Minutes of last RANSC Meeting (21 July 2026)**

19.1.1 The draft minutes of the RANSC private meeting held on 21 July 2026 had been circulated to the Committee and a verbal update from the meeting on 17 September 2026 was provided.

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

20 KEY CASE UPDATES

20.1 PMcI 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.

20.2 **The Committee scrutinised the report with reasonable assurance.**

There being no further matters to discuss, the private meeting closed at 1541 hrs.

Agenda Item 10.4

DRAFT PUBLIC MEETING – SERVICE DELIVERY COMMITTEE

TUESDAY 8 SEPTEMBER 2026 @ 1000 HRS

CONFERENCE ROOM, FALKIRK FIRE STATION, WESTFIELD, FALKIRK FK2 9AH / VIRTUAL (MS TEAMS)

PRESENT:

Tim Wright, Chair (TW)
Paul Stollard, Deputy Chair (PS)
Angiolina Foster (AF)
Andrew Smith (AS)
Madeline Smith (MS)

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
David Farries (DF)	Assistant Chief Officer, Director of Operational Delivery
Jonathan Henderson (JH)	Assistant Chief Officer, Director of Prevention
Craig McGoldrick (CMcG)	Assistant Chief Officer, Director of Training, Safety and Assurance
Mark Duffy (MD)	Area Commander, Local Senior Officer (LSO)
Lou Patrick (LP)	Strategic Planning and Partnerships Co-ordinator (Item 8.1 only)
Gregor Welsh (GW)	Business Intelligence Team Leader (Item 9.1 only)
David Johnston (DJ)	Risk and Audit Manager (Item 11.1 only)
Chris Casey (CC)	Group Commander, Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow	Board Support Executive Assistant / Minutes

OBSERVERS:
None

1 WELCOME

1.1 The Chair opened the meeting and welcomed those present and participating via MS Teams. The Chair thanked LSO Duffy for hosting the meeting.

1.2 Those participating via MS Teams were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question. This meeting would be recorded for minute taking purposes only.

2 APOLOGIES

2.1 Sarah O'Donnell, Deputy Chief Officer (Corporate Services)
Robert Scott, HMFSI

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

3.1 There were no items identified to be taken in private.

3.2 The Chair advised that the previous private minutes (4 June 2026) had been included in the public session, noting that no sensitive information was contained within them. This would remove the need for a separate private session.

4 DECLARATION OF INTERESTS

4.1 No declaration of interests were made.

5 MINUTES OF PREVIOUS MEETING

5.1 Minutes of Previous Public Meeting: 4 June 2026.
The minutes were agreed as an accurate record of the public meeting.

5.2 Minutes of Previous Private Meeting: 4 June 2026.

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

5.2.2 AW requested that the words "lack of" be removed from to paragraph 17.1.2, bulletpoint 2.

5.3 **Matters Arising**

5.3.1 There were no matters arising.

5.4 **Subject to the above amendment, the public and private minutes of the meeting held on 4 June 2026 were approved as a true record of the meeting.**

6 ACTION LOG

6.1 There were no outstanding actions on the action log.

7 SERVICE DELIVERY

7.1 **Service Delivery Update**

7.1.1 AW introduced the update report which details relevant matters from a Scottish Fire and Rescue Service (SFRS) Service Delivery perspective, which comprises of Operational Delivery, Prevention, and Training, Safety and Assurance (TSA) Directorates. The report covered the period for the quarter May 2026 to September 2026, albeit some issues may precede and extend beyond this period.

7.1.2 In regard to the wildfire strategy and recent Cairngorms wildfire incident, the Committee requested an update on both as well as PPE and other equipment procured to support these types of incidents. AW advised that the Service were continuing to implement the wildfire strategy and the investment in specialist assets and PPE. He noted that investment in this area had to be balanced with other competing capital demands and that a risk based approach would continue to be taken. He confirmed that existing structural fire kit met existing health and safety regulations and remained suitable. JH advised that specialist wildfire PPE continued to be rolled out and that the Service were looking to develop a lightweight multi-use PPE option. JH further advised several debrief events with partners had been held/were scheduled and that the current government action plan continued to be progressed. JH provided a brief update on the community asset register, potential use of drones and dedicated aerial support.

7.1.3 In regard to all terrain vehicles (ATV), DF advised that these had been deployed and explained how they had been used during the incident.

7.1.4 In regard to the tiered station wildfire response, DF confirmed that the tiered network had been tested throughout this incident and had performed well. This approach had balanced local risk/demand with resilience during the prolonged incident and supported appropriate backfilling of resources. DF noted that the combination of on ground and remote support had been effective and would be examined during the debrief process.

7.1.5 In regard to the debrief, CMcG advised that there would be a separate internal debrief and a joint multi agency debrief exercise undertaken. He noted that the timescale for the internal exercise was approximately 6 weeks, however, due to the scale of the incident, this may increase. CMcG confirmed that the report would then progress through the appropriate governance route.

7.1.6 The Committee commented on the LSO station audit process and queried whether

learning was shared across the Service. DF advised that findings from station audits were considered through the operational assurance process. He outlined how information was shared though local and national routes, as well as the Safety Standard and Performance Team. These forums allowed sharing of best practice and identification of emerging treads or issues across the Service.

7.1.7 The Committee noted on the HMS Coastguard's proposed changes to a voluntary model and queried whether there would be implications for the Service. AW advised that until the Coastguard's position had been confirmed, the implications could not be fully understood. He noted that there was no definitive demarcation of responsibilities. AW further advised that the Service would continue to monitor the situation both internally and through the Scottish Partnership Forum. The Committee commented on the need to formally track the cumulative operational activity, capacity and resource implications due to the reductions in other public sector partners services. This information would support future funding submission to Scottish Government.

7.1.8 The Committee queried whether the organisational risk arising from insufficient national resilience capability had been clearly articulated and appropriately recorded, potentially as a corporate rather than service delivery risk. It was agreed that this would be taken to the Integrated Governance Forum for discussion (captured under Item 12.2).

7.1.9 In regard to replacement of the operational discretion policy, DF advised that this was being developed across the UK by the National Fire Chiefs Council (NFCC). This would complement the Service's implementation of the framework of professional judgement and justified deviation.

7.1.10 In regard to the capability strategy, DF advised that this covered both national resilience capabilities and domestic capabilities ie height appliances, etc. The strategy would help to strengthen links between capability leads and Local Senior Officers, improve asset maintenance, testing and training, and create user groups to share exercises, best practice and operational learning.

7.1.11 Brief discussion took place in regard to the Service Delivery Review and the Committee's ability to maintain oversight of discussions/concerns raised at Local Authority Scrutiny Committees. It was noted that consideration would be given to this outwith the meeting.

7.1.12 In regard to Marauding Terrorist Attacks (MTA) training and remuneration, DF advised that the situation remains unchanged and that participation of volunteers was reviewed annually.

7.1.13 In regard to the Single Building Assessment (SBA) seminar, JH advised that there was no feedback available yet but emphasised the importance of the area of work.

7.1.14 In regard to the Youth Volunteer Scheme (YVS), JH advised that the intention would be to roll out the scheme across Scotland, however, it was subject to various factors such as volunteer availability, appropriate facilities, local needs, etc. JH noted that the evaluation undertaken by Liverpool University would be presented to the Committee once finalised.

7.1.15 In regard to remediation cladding works, JH advised that appropriate measures had been taken for each building and that detailed figures of affected buildings could be provided.

7.1.16 The Committee commented on the technical/specialist language within the report and that consideration should be given to provide supporting narrative/explanations.

7.1.17 In regard to driver training and anticipated legislative changes (Section 19), the Committee sought clarification on the expected timescale and the Service's

preparedness. CMcG advised that the Service had previously highlighted concerns with the Sponsor Unit and the other UK FRS who have raised similar concerns. Discussions continued with the Department of Transport to address these concerns and to request that a detailed consultation be undertaken.

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

7.2 Local Senior Officer (LSO) Performance Overview

7.2.1 MD provided an overview of Falkirk and West Lothian (FWL) LSO area, including operational structure, major risks, partnership work and community initiatives. The following key areas were highlighted:

- FWL covers two local authority areas through the provision of 5 Wholetime stations and 11 On-Call units, and specialist capabilities such as high-volume pump, water rescue, high-reach appliances and command support.
- The area combines a mixture of urban and rural communities, with substantial housing growth, ageing populations and significant transport infrastructure.
- Major industrial risks include Grangemouth, transport networks, warehouses, healthcare premises and high-risk residential buildings.
- Focus on operational capability, partnership working and preparedness.
- Local management focused on visible leadership, professionalism, accountability and early action on cultural or behavioural concerns.
- Focussed leadership development through appraisals, absence management, discipline, station audits, operational assurance/learning and coaching.
- Overall reduction in operational activities. Increase in special services demand which was largely attributable to water-rescue incidents.
- Partnership working with health, social care, adult protection and community justice partners to improve the identification of vulnerable individuals, referral quality and provide early support/intervention through home fire safety visits (HFSV).
- Community safety activities included charity fundraising events, recruitment initiatives as well as targeted prevention and education.
- Partnership programmes supported a wide demographic of vulnerable and at-risk communities across FWL through safety advice relating to fire, water, carbon monoxide, etc.

7.2.2 In regard to HFSV, MD advised that the Service continued to engage with local authorities and wider public sector partnerships and the number of referrals were increasing. He noted that monthly targets were set for individual watches, who were also responsible for generating additional visits through community engagement activities.

7.2.3 In regard to the Grangemouth Oil Refinery, the Committee sought assurance that the Service were being kept updated on the changing nature of risk at this facility. MD advised that the Service had a strong relationship, attended regular meetings and were routinely informed of developments. MD noted that the Grangemouth Industrial Fire Unit was expected to close at the end of 2027 and this would create both operational considerations and potential recruitment opportunity for SFRS.

7.2.4 In regard to the high-risk residential buildings, the Committee sought clarity on the nature of the risks. MD explained that the main risk was due to the age demographic and vulnerability of the occupants rather than the building standards. AW noted that this highlighted the need for the Service to understand how the wider government policies, changing care models and growing elderly populations could affect future demands on the Service.

7.2.5 In regard to the Watch Commander Development sessions, MD provided a brief overview of the first session and the proposed plans for the second session.

7.2.6 Brief discussion took place on the relationships with the 2 local authorities and their

understanding of the Service's activities in the community. JH noted that there was a commitment to proactively publish and share annual partnership and prevention reports with local authorities/communities to aid understanding of the work of the Service within their areas.

7.2.7 In regard to the Day Shift Duty System in operation at Livingston, the Committee requested further details on the practicalities and experiences of personnel involved. MD advised that personnel based at Livingston were satisfied with this arrangement and that there was currently only one vacancy at this station. It was noted that the On-Call availability was circa 75% and there were no concerns around this model as there was sufficient evening and weekend cover available.

7.2.8 **The Committee welcomed and noted the verbal update.**

(L Patrick joined the meeting at 1120 hrs)

8 INSPECTIONS/AUDITS

8.1 **HMFSI Inspection Action Plan Update**

8.1.1 LP presented the Committee with an update report on HMFSI inspection action plans for scrutiny.

8.1.2 In regard to Action 22 (incident command policy), the Committee sought clarification on the reason for the delay and extended timescale to September 2026. DF advised that the current arrangements were fit for purpose. However, to maintain visibility of the action, it would remain open whilst further improvements were being considered.

8.1.3 In regard to Action 20 (leadership and management development), the Committee queried whether limited resources had impacted on progress and if so, how this was being addressed. AW advised that budget had been allocated for organisational cultural leadership work and that the SLT had recently approved an additional 2 posts to enhance capacity and capability within the People Directorate. AW confirmed that this work remained a priority for the Service.

8.1.4 The Committee commented on the extended timescales for several actions noting that revised deadlines should be realistic, evidence-based and achievable.

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

(L Patrick left the meeting at 1126 hrs)
(Meeting broke at 1126 hrs and reconvened 1137 hrs)
(G Welsh joined the meeting at 1137 hrs)

9 SERVICE DELIVERY PERFORMANCE REPORTING

9.1 **Quarterly Performance Report for Q1 2026-27**

9.1.1 The Chair advised that the report was the first iteration of the new quarterly performance report and was presented to afford the Committee the opportunity to review and provide feedback. It was noted that the report would continue to evolve and there was the option for a future workshop to be stood up to review and discuss further.

9.1.2 AW advised that the format of the report remained subject to future improvements and that development of the wider Performance Management Framework (PMF), beneath the high level KPIs, continued.

9.1.3. During a full discussion, the following key issues were highlighted and considered:

- Welcomed stronger narrative on outcomes and impact of activities.
- Closer alignment between performance and update reports.
- Insufficient evidence available for classification of some measures and undefined

targets/direction.

- Appropriateness of measures being based on numbers/time allocated to activities such as community safety, training, etc as opposed to evidencing outcomes or impact.
- Appropriateness of indicator regarding assessing and tracking of contaminant exposure and whether this could be reported through existing health and safety arrangements.
- Consideration of the benefits from separating distinct concepts such as resource availability, skill sets, etc to provide assurances on operational resilience and readiness.
- Acknowledgement of the differences between the needs of the Executive and Committee from the same data source.
- Consideration to be given to the number of strategic results (86) and whether this was appropriate.
- Future development of strategy, KPIs and reporting arrangements to be concurrent to ensure a coherent process and avoid delayed implementation.
- Greater clarity on the proportion of total working hours spent on Community Safety work.

9.1.4 AW acknowledged the points raised and reminded the Committee that the report was still under development. Further work was required to achieve the right balance of demonstrating strategic progress and providing assurances on day to day performance.

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

(G Welsh left the meeting at 1204 hrs.)

10 HOME FIRE SAFETY VISIT (HFSV) UPDATE

10.1 JH presented the Committee with an overview of the Home Fire Safety Visit (HFSV) policy, numbers, outcomes and future direction. The following key points were highlighted:

- Revised policy had moved to risk based targeted intervention for individuals which was supported by the partnership referrals processes and via the app.
- Referral app continued to be rolled out across the Service.
- Significant increase in referrals received via the app throughout August.
- Data on potential outcomes linked to HFSV which include reduction in accidental dwelling fires, fire casualties and fatalities.

10.2 The Committee queried whether the reported issues with the HFSV recording system were related to behavioural or technology based issues. JH advised that there was an element of both and that actions were being taken to address them.

10.3 The Committee were advised that the intention was to continue to roll out the referral app, in stages, throughout the current financial year. This would help to address any issues as they arise.

10.4 The Committee welcomed the honest and balanced report, particularly the accessible narrative that could be used within wider performance management reporting.

10.5 JH provided a brief overview of how the Service had and would continue to engage with partners throughout the process. He noted that the combined national and local engagement had created a consistent process which was not reliant on individual relationships.

10.6 The Committee queried whether the targeted nature of HFSV required supplementary training for firefighters, particularly if they were engaging with vulnerable individuals. JH

advised that national guidance had been disseminated through LSO Prevention leads and that there were specially trained community safety personnel within each LSO area who could provide advice and support. JH further advised that ongoing development would cover soft social skills and raising awareness of risk factors, such as dementia.

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

(D Johnston joined the meeting at 1215 hrs)

11 SERVICE DELIVERY RISK REGISTER

11.1 Risk Update Report

11.1.1 DJ presented the report which contained the identified Directorate risks and controls aligned to the business of the Committee and the new SFRS Strategy. DJ advised that following several personnel changes, meetings were underway to ensure directorate risk registers accurately reflected current risks and controls. These related to finance, digital and infrastructure risks such as cyber security and critical technology.

11.1.2 The Committee commented on the inclusion of risks relevant to other committees and for consideration to be given to remove these to avoid any duplication of scrutiny.

11.1.3 In regard to the risks relating to critical systems failure and cyber security, the Committee questioned whether these highly rated risks and associated controls were being given the appropriate level of urgency. The Committee queried whether these could be escalated given the potential severity of these risks. AW noted the Committee's concerns and would raise this with the relevant leads through the Senior Management Board and/or Strategic Leadership Team.

11.1.4 Brief discussion took place on the potential risk spotlight on the critical services and systems within Control (FCS019) and it was agreed that this would be added to the forward plan. (captured under Item 12.1).

11.1.5 It was agreed that corporate risks would be taken to the Integrated Governance Forum for discussion and consideration. (captured under Item 12.2).

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

(D Johnston left the meeting at 1224 hrs)

12 FORWARD PLANNING

12.1 Committee Forward Plan

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

- Risk Spotlight on Critical Services and Systems within Control (FCS019) (Date TBC)
- New Moblising System report (December 2026)

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

12.2.1 Brief discussion took place relating to a potential regular update on Service Delivery Review. It was noted that clarity was required on whether this would be the remit of this or another committee. It was agreed that this would be taken to the IGF for further discussion and consideration.

12.2.2 Items identified for a future IGF were:

- Governance route for Service Delivery Review
- National Resilience Risks
- Corporate Risks

13 REVIEW OF ACTIONS

13.1 CC confirmed there were no formal actions arising during the meeting.

14 DATE OF NEXT MEETING

14.1 On behalf of the Executive, AW thanked Tim Wright and Paul Stollard for their scrutiny, challenge and support throughout their tenure on the Committee and Board.

14.2 The next meeting is scheduled to take place on Thursday 3 December 2026.

14.3 There being no further matters to discuss, the public meeting closed at 1232 hours.

REPORTS FOR INFORMATION ONLY:

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

- Update from HM Fire Service Inspectorate
- Scottish Fire and Rescue Service Partnership Self-Assessment Exercise

DRAFT

SCOTTISH FIRE AND RESCUE SERVICE

Scottish Fire and Rescue Service Board

Report No: B/GSC/15-26

Agenda Item: 11

Report to:	**THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**29 OCTOBER 2026**							
Report Title:	**QUARTERLY PERFORMANCE MANAGEMENT REPORT – 2026-27 Q1**							
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	This report presents the Scottish Fire and Rescue Service (SFRS) performance position for Quarter 1 of 2026/27 (1 April to 30 June 2026) against the strategic results of the SFRS Strategy 2025–28 and provides an evaluation of that position for scrutiny.
1.2	It is the first quarterly report produced under the 2026/27 performance indicator set. The report therefore also sets out the maturity of the underlying data and measurement arrangements to direct improvement ahead of the Quarter 2 report.
2	**Background**
2.1	The SFRS Performance Management Framework (PMF) sets out how the Service manages performance and uses performance information to inform decisions and provides the SFRS Board with the evidence it needs to scrutinise the Service. Performance against the Strategy is reported quarterly through Board and Committee performance dashboards, supported by Statistical Process Control (SPC) to separate normal variation from genuine, significant change.
2.2	The 32 Deliverables in the Strategy have been translated into 86 discrete 'Strategic Results' which the SFRS intends to deliver upon over the lifetime of the Strategy. The indicator set comprises 72 strategic performance indicators mapped to the results. 50 are scheduled for quarterly reporting and 37 when we remove the duplication; the remainder are annual measures reporting at Quarter 4. Each strategic result has a named owner responsible for monitoring and commenting on its performance, with data collated by subject matter experts across the business.
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.
2.4	As this is a new suite of KPIs, data is being collected and backdated where possible. In some cases new or amended data collection is required which means it will take some time to gather sufficient data to use SPC charts. This will develop over the lifetime of the Strategy.
2.5	For Quarter 2 reporting, a new summary infographic will be incorporated into the Power BI Performance Report. An options paper for further refinements to format and content has been prepared for SLT consideration.

2.6	A new risk toolkit is planned for release in 2026-27 and a new interactive Strategy Overview report will follow. Together with this performance report and the recently developed 3 year delivery plan report, these provide an integrated and interactive suite of reports to support the delivery of the SFRS Strategy 2025-28. Additional features, refinements and guidance will be incorporated in the PowerBI version of this report in the coming months.
3	**Main Report/Detail**
3.1	**Outcome 1: Safer Communities through Prevention**
3.1.1	There are 16 Results for this Outcome. 7 of these 16 results have no performance measurement and are evidenced through narrative from the business owner. There are 6 unique indicators that are reported under the remaining 9 Results.
3.1.2	<u>Sustained Improvement:</u> P005 – Life Risk Incidents (Non-Interagency)
3.1.3	<u>Improving:</u> P001 – Time Spent on Community Safety Work P002 – ADF Fatalities P003 – Fatal Casualties (Non-Interagency)
3.1.4	<u>Stable:</u> P004 – Hospitalised Casualties (Non-Interagency)
3.1.5	<u>Insufficient Data to Assess:</u> P007 - % Business Continuity Plans Current and Tested
3.2	**Outcome 2: Safe and Effective Response**
3.2.1	There are 18 results for this outcome. 7 of these 18 results have no performance measurement and are evidenced through narrative from the business owner. There are 11 unique indicators that are reported under the remaining 11 results.
3.2.2	<u>Sustained Improvement:</u> P014 – Training Module Completion Rate (TFOC)
3.2.3	<u>Improving:</u> P023 – Time Spent on Community Safety Work P027 - % Appliances with CF33/R5/SAN A installs
3.2.4	<u>Stable:</u> P029 – Accidents and Injuries at Operational Incidents P030 – Accidents and Injuries
3.2.5	<u>Weakening:</u> P021 – Wholetime Availability
3.2.6	<u>Persistent Weakening:</u> P020 – On Call 1st Appliance Availability
3.2.7	<u>Insufficient Data to Assess:</u> P013 – Training – Formal Qualification Currency Rate P024 – Time Spent Training for Watch Based Personnel P028 – Digital Solutions Requested P031 – Organisational Learning Group Overdue Actions (over 6 months)
3.3	**Outcome 3 – Investing in our People**

3.3.1	There are 21 results for this outcome. 12 of these 21 results have no performance measurement and are evidenced through narrative from the business owner. There are 9 unique indicators that are reported under the remaining 9 results.
3.3.2	<u>Sustained Improvement:</u> P042 – On-Call Turnover Rate
3.3.3	<u>Improving:</u> P036 – Health and Wellbeing Assessment Compliance *P039 - % Uptake of Exit Questionnaire* (**Exceptional variation demonstrated**)
3.3.4	<u>Stable:</u> P033 – Health and Safety Events P035 – Absence Rate
3.3.5	<u>Weakening:</u> P040 - % Leavers with Exit Interviews
3.3.6	<u>Insufficient Data to Assess:</u> P037 – New Referrals to the Post Incident Support Provider P038 – Bullying and Harassment Complaints P041 – Staff Trained via Management and Leadership Programme
3.4	**Outcome 4 – Improving Performance**
3.4.1	There are 12 results for this outcome. 4 of these 12 results have no performance measurement and are evidenced through narrative from the business owner. There are 12 unique indictors that are reported under the remaining 8 results.
3.4.2	<u>Improving:</u> P054 - % EIR Requests Responded to within Statutory Timeframe P055 - % FOI Responded within Timeframe
3.4.3	<u>Weakening:</u> P057 - % Complaint Responses within Timeframe *P058 – Data Breaches* (**Exceptional variation demonstrated**)
3.4.4	<u>Stable:</u> P053 - % Committees with a Spotlight Risk P056 - % Subject Access within Timeframe
3.4.5	<u>Insufficient data to Assess:</u> P046 - % DDaT Mandatory Training Course Completion (Cyber Only) P047 - % of Approved Portfolio Projects with Benefits Realisation Plan P049 - % Cyber Security Training Completion P051 – Cyber Security Incidents P050 – Simulated Phishing Attack Failures P052 - % Business Continuity Plans Current and Tested
3.5	**Outcome 5 – Innovation and Investment**
3.5.1	There are 19 results for this outcome. 16 of these 19 results have no (quarterly) performance measurement and are evidenced through narrative from the Business Owner. 6 of the 16 have indicators only planned for reporting in quarter 4 (year-end). There are 3 unique indicators that are reported under the remaining 3 results.
3.5.2	<u>Sustained Improvement:</u> P060 – Life Risk Incidents (Non-Interagency) P071 – DaTS Service Requests and Incidents in Breach

3.5.3	Insufficient data to Assess: P072 - % DDaT Mandatory Training Course Completion (Cyber Only)
4	**Recommendation**
4.1	The SFRS Board is asked to scrutinise the Quarter 1 2026/27 performance position and KPI performance and provide feedback on practical use of reporting to ensure continuous development of user experience.
4.2	The SFRS Board should note the overall position for Quarter 1 and, in particular, the two **indicators showing exceptional variation** (P058 Data Breaches (weakening) and P039 % Uptake of Exit Questionnaire (Improving)) as identified in the report's executive summary.
4.3	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 5.1.1	**Risk Appetite and Alignment to Risk Registers** Performance reporting is a key control supporting the management of strategic risk. The report identifies indicators that are directly relevant to entries on the strategic and corporate risk registers, notably information security and data protection (P058 Data Breaches), operational resource availability (P020 and P021) and organisational learning (P031).
5.1.2	SPPC001 - Service Performance Management – Medium 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.
5.1.3	Appetite - In relation to our internal governance, including systems of controls and data governance, SFRS has a Cautious appetite.
5.2 5.2.1	**Financial** Several performance statements identify funding constraints as a driver of performance, notably the property estate maintenance backlog (Results 21 and 75) and the fleet replacement backlog (Results 23 and 78), where capital and resource budgets are reported as below the level required to address the investment backlog. These are matters for the capital and resource planning process rather than for this report.
5.3 5.3.1	**Environmental & Sustainability** The fleet narrative notes the commissioning and rollout of over 60 zero emission vehicles as part of Net Zero targets, and the associated cost pressure of ultra-low emission vehicle procurement against a limited capital budget.
5.4 5.4.1	**Workforce** Workforce implications are significant and are reported under the Investing in our People and Safe and Effective Response outcomes. Sustained pressure on wholetime establishment levels and On-Call availability continues to affect operational resilience. Positively, absence, remains stable at 4.6% against a process average of 4.5%, 29 individuals completed NFCC Supervisory and Middle Management Leadership Programmes in the quarter and DDaT reports the function at approx. 97% capacity.
5.5 5.5.1	**Health & Safety** Accidents and injuries including RIDDOR (P030) remain within process limits at 42 against an average of 45. Accidents and injuries at operational incidents (P029) rose to 17 against an average of 13.7, the third consecutive increase, and should be monitored. No regulatory

	enforcement notices were issued in the period. The rising volume of overdue Organisational Learning Group actions is a health and safety assurance concern addressed at section 3.
5.6 5.6.1	**Health & Wellbeing** Health & Wellbeing Assessment Compliance reached 97.1%, a seventh consecutive quarterly increase. Referrals to the Post Incident Support Provider stood at 19, following 13 and 22 in the preceding two quarters; with only three data points and no agreed direction of good, this indicator cannot yet be interpreted.
5.7 5.7.1	**Training** There are no specific Training implications addressed in this paper.
5.8 5.8.1	**Timing** 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 5.9.1 5.9.2	**Performance** This report is itself the performance implication. Partial assurance can be taken that the reporting arrangements are functioning; overall assurance is limited for the reasons set out at section 7. The assurance offered is qualified in two respects. First, no improvement targets have yet been set for any quarterly indicator, so performance can be described but not judged against expectation. Second, several indicators remain at Not Enough Evidence while data is backdated or new collection is established, as set out at section 2.4. Both are characteristic of the first cycle of a new framework and are expected to reduce over the lifetime of the Strategy.
5.10 5.10.1	**Communications & Engagement** There are no specific Communications & Engagement implications addressed in this paper
5.11 5.11.1	**Legal** There are no specific Legal implications addressed in this paper
5.12 5.12.1	**Information Governance** DPIA completed – No. This report presents aggregate performance information and does not involve the processing of personal data. Information governance performance is, however, a substantive subject of the report: personal data breaches recorded 11 in the quarter, above the upper process limit.
5.13 5.13.1	**Equalities** EHRIA completed – No. This report presents performance information and does not introduce or change a policy, practice or provision. Equalities-relevant performance is reported under Results 52 and 53: no dedicated Positive Action events were delivered in the quarter; women represented 12.3% of applicants in Batch 1 of the 2026 wholetime recruitment campaign (82 of 664) and progressed through shortlisting at 51.2% against 23.7% of male applicants; and the September 2026 trainee intake includes six women. Annual equalities indicators P043, P044 and P045 report at Quarter 4.
5.14 5.14.1	**Service Delivery** Performance measures reported for Strategic Outcomes 1, 2 & 5 are linked to Service Delivery.
5.15 5.15.1	**Prevention** Performance measures reported for Strategic Outcomes 1 & 2 are linked to Prevention

6	**Core Brief**	
6.1	The SFRS Board received and were asked to scrutinise the Quarter 1 2026-27 Performance Report produced against the SFRS Strategy 2025-28. The live report can be accessed in the Governance area of the Power BI Landing Page.	
6.2	Overall performance in the quarter is broadly stable. Health and wellbeing screening compliance has improved for a seventh consecutive quarter to 97.1%, training module completion and information governance response times both show sustained improvement, and life risk incidents continue to fall. Personal data breaches increased above the expected range and, together with On-Call and wholetime appliance availability, are the areas receiving management attention.	
6.3	Colleagues are reminded that timely and accurate submission of performance data and narrative is what allows the Service to understand and improve its performance, and that completing mandatory data protection and cyber security training directly reduces the risk of personal data breaches.	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Mark McAteer, Director of Governance, Strategy and Change
7.2	**Level of Assurance: (Mark as appropriate)**	**Limited**
7.3	**Rationale:**	The reporting arrangements are working, but gaps remain: There are no improvement targets yet, data is not sufficient for a third of quarterly indicators and some measures are still provisional. These gaps are being addresses through an agreed plan, and assurance will remain limited until that work is complete.
8	**Appendices/Further Reading**	
8.1	Link to Power BI Landing Page.	
8.2	Appendix A — Quarter 1 2026/27 Performance Report (PDF copy) for SMB, SLT & Board	
8.3	Appendix B – Detail of interpretations and decisions relating to the approved list of KPIs	
8.4	Appendix C – Performance Narrative	

Prepared by:	Chris Fitzpatrick, Business Intelligence & Data Services Manager
Sponsored by:	Mark McAteer, Director of Governance, Strategy and Change
Presented by:	Mark McAteer, Director of Governance, Strategy and Change

Links to Strategy and Corporate Values

This report supports the delivery and scrutiny of the SFRS Strategy 2025–28 across all five strategic objectives: Safer Communities through Prevention; Safe and Effective Response; Investing in our People; Improving Performance; and Innovation and Investment.
It aligns to the SFRS values of Safety, Teamwork, Respect and Innovation. In particular, it reflects our commitment to being open and transparent in how we report and are held to account, and to using performance information to inform decisions and drive improvement rather than to report activity for its own sake, as set out in the Performance Management Framework.

Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/Outcomes

SMB	*24 August 2026*	*For scrutiny*	*Report scrutinised. Chair requested HoFs review performance statements for SLT submission.*
SLT	*2 September 2026*	*For scrutiny*	*Agreed that PMF needs strengthening to provide CO with assurance around statutory reporting duties.*
SFRS Board	*29 October 2026*	*For scrutiny*	

SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland

Performance Report 2025-28

LIVE MANAGEMENT INFORMATION

Next page

Update Your Narrative

Welcome

This Performance Report provides an overview of how the Scottish Fire and Rescue Service is performing against its strategic results which are mapped to the deliverables of the SFRS Strategy 2025-28. This is supported by 72 strategic performance indicators, 50 of which are scheduled for quarterly reporting.

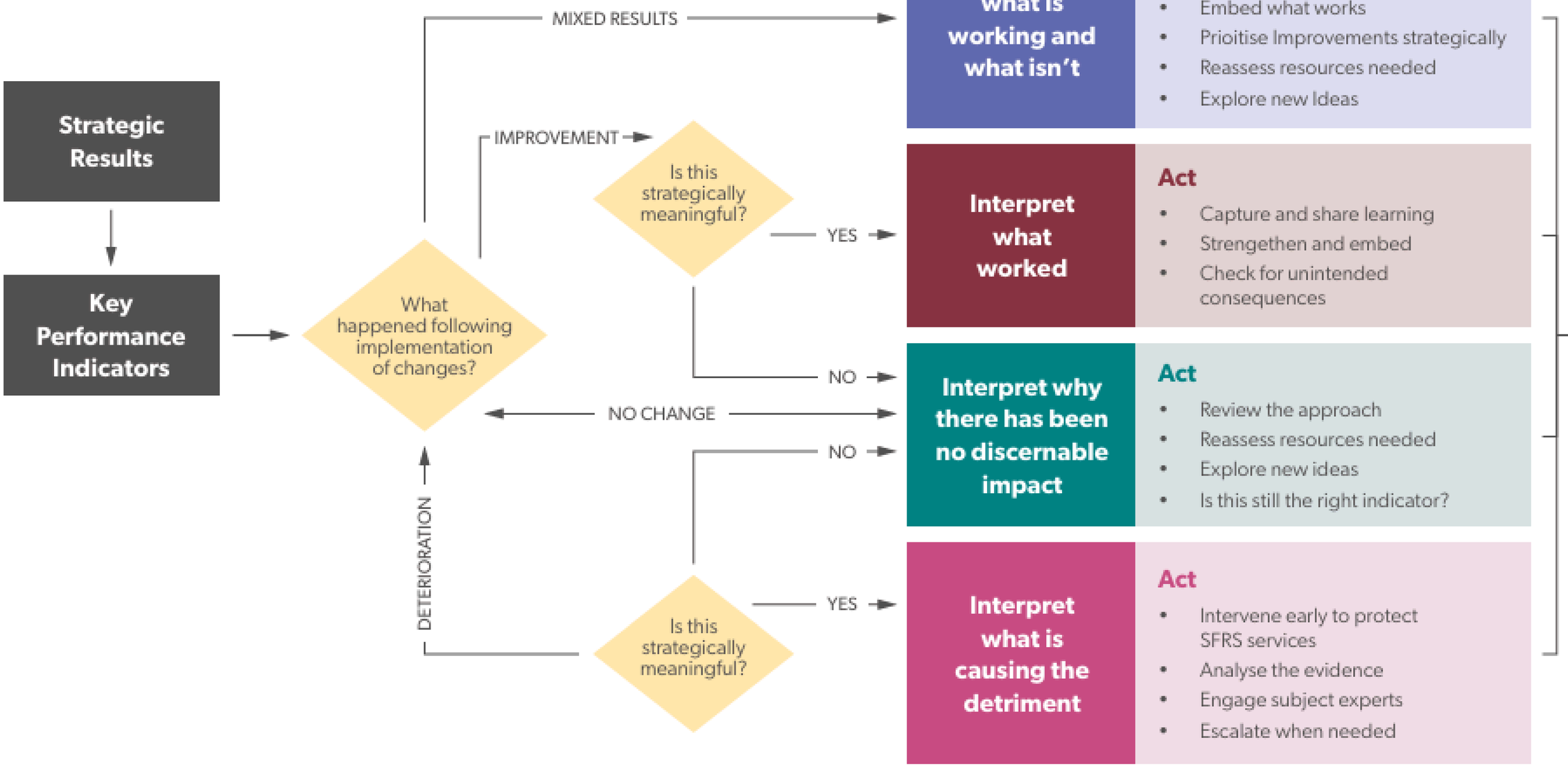
Our Performance Management Framework outlines our approach to proactive performance management, describes the roles and responsibilities of colleagues, and describes good practice for interrogating performance information.

This report is a tool to support and scrutinise effective delivery of the SFRS Strategy 2025-28. Each strategic result has an owner, who's responsible for monitoring and commenting on its performance. Data is collated by subject experts from across the business.

Key contact: BI@firescotland.gov.uk

BUSINESS INTELLIGENCE

Good Practice Interrogating Performance Information for Improvement



Statistical Process Control

SCOTTISH FIRE AND RESCUE SERVICE

LIVE MANAGEMENT INFORMATION

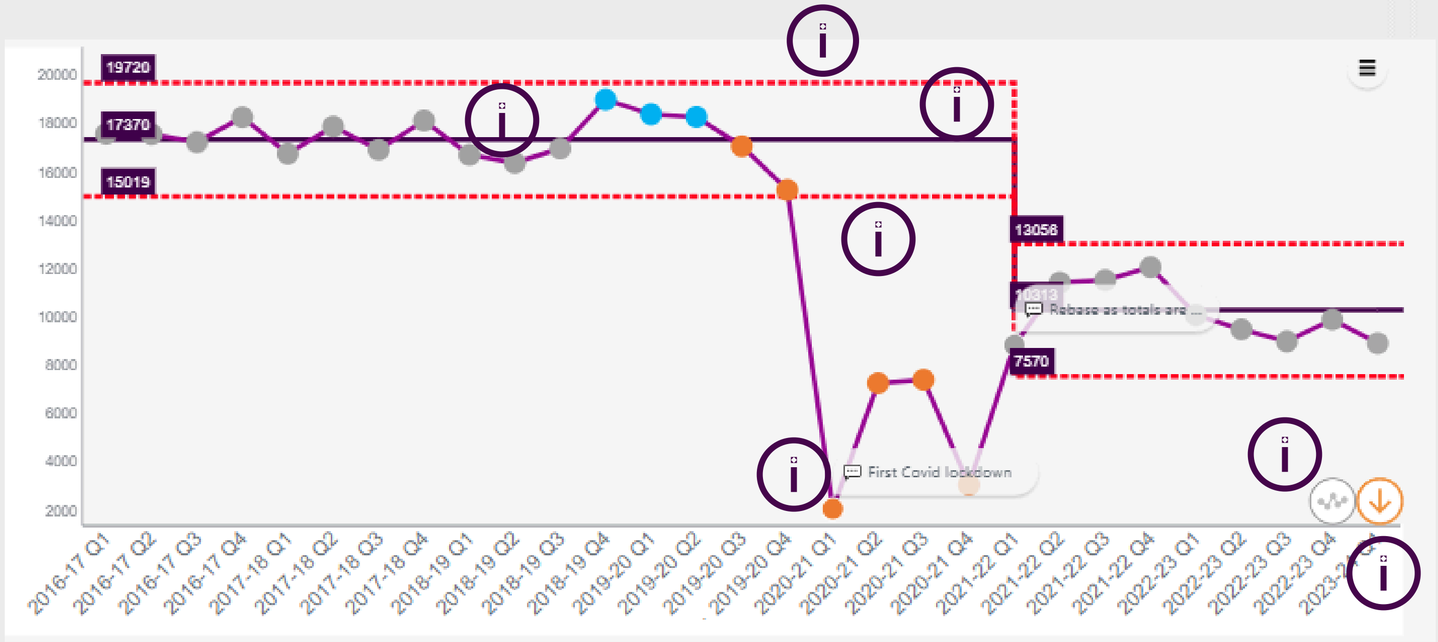
This report presents data over time for each of the quantitative performance measures as detailed in the Performance Management Framework, broken down into the Strategy objectives. The Contents page (next) provides direction as to where you can find certain information.

SPC Charts

In this 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 analyse, interpret and present performance data.

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

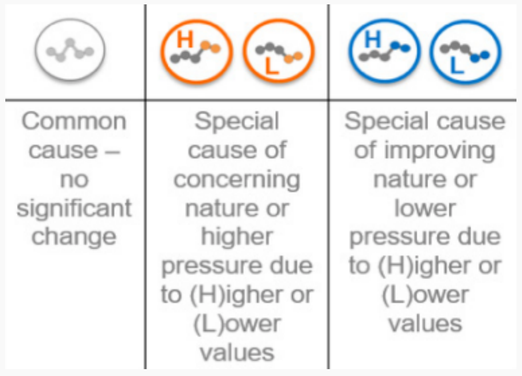
Normally data points will fall **between the upper and lower control limits**. If any of the following scenarios apply, the change needs to be investigated and an explanation provided. Over time this lets us analyse performance in a meaningful way.

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)]

EXECUTIVE SUMMARY

SCOTTISH FIRE AND RESCUE SERVICE

MANAGEMENT INFORMATION

Outcomes

Prevention | Response | People | Performance | Innovation and Invest...

4 Sustained Improvement

8 Improving

7 Stable

4 Weakening

1 Persistent Weakening

13 No Status

KPI Ref	KPI	Performance	Exceptional Variation
P001	Time Spent on Community Safety Work	Improving	
P002	ADF Fatalities	Improving	
P003	Fatal Casualties (Non-Interagency)	Improving	
P004	Hospitalised Casualties (Non-Interagency)	Stable	
P005	Life Risk Incidents (Non-Interagency)	Sustained Improvement	
P007	% Business Continuity Plans Current and Tested	Not Enough Evidence	
P013	Training - Formal Qualification Currency Rate	Not Enough Evidence	
P014	Training Module Completion Rate (TFOC)	Sustained Improvement	
P020	On Call 1st Appliance Availability	Persistent Weakening	
P021	Wholetime Availability	Weakening	
P024	Time Spent Training for Watch Based Personnel	Not Applicable	
P027	% Appliances with CF33/R5/SAN A installs	Improving	
P028	Digital Solutions Requested	Not Enough Evidence	
P029	Accidents and Injuries at Operational Incidents	Stable	
P030	Accidents and Injuries	Stable	
P031	Organisational Learning Group Overdue Actions (over 6 months)	Not Enough Evidence	
P033	Health and Safety Events	Stable	
P035	Absence Rate	Stable	
P036	Health & Wellbeing Assessment Compliance	Improving	
P037	New Referrals to the Post Incident Support Provider	Not Enough Evidence	
P038	Bullying and Harassment Complaints	Not Enough Evidence	
P039	% Uptake of Exit Questionnaire	Improving	★
P040	% Leavers with Exit Interviews	Weakening	
P041	Staff Trained via Management and Leadership Programme	Not Enough Evidence	
P042	On-Call Turnover Rate	Sustained Improvement	
P046	% DDaT Mandatory Training Course Completion (Cyber Only)	Not Enough Evidence	
P047	% of Approved Portfolio Projects with Benefits Realisation Plan	Not Enough Evidence	
P049	% Cyber Security Training Completion	Not Enough Evidence	
P050	Simulated Phishing Attack Failures	Not Enough Evidence	
P051	Cyber Security Incidents	Not Enough Evidence	
P053	% Committees with a Spotlight Risk	Stable	
P054	% EIR Requests Responded to within Statutory Timeframe	Improving	
P055	% FOI Responded within Timeframe	Improving	
P056	% Subject Access within Timeframe	Stable	
P057	% Complaint Responses within Timeframe	Weakening	
P058	Data Breaches	Weakening	★
P071	DDaT Service Requests and Incidents in Breach	Sustained Improvement	

COMMITTEE HIGHLIGHTS

Committee	KPI Ref	KPI	Performance	Exceptional Variation
ARAC	P058	Data Breaches	Weakening	★
ARAC	P071	DDaT Service Requests and Incidents in Breach	Sustained Improvement	
PC	P042	On-Call Turnover Rate	Sustained Improvement	
PC	P014	Training Module Completion Rate (TFOC)	Sustained Improvement	
SDC	P002	ADF Fatalities	Improving	
SDC	P005	Life Risk Incidents (Non-Interagency)	Sustained Improvement	
SPCC	P027	% Appliances with CF33/R5/SAN A installs	Improving	
SPCC	P047	% of Approved Portfolio Projects with Benefits Realisation Plan	Not Enough Evidence	

Safer Communities through Prevention

Through our work, in partnership with communities and other organisations, the safety and wellbeing of the people of Scotland continually improves.



Result 01 - New, improved, and better targeted prevention interventions are being implemented, informed by new investments in research and data, leading to measurable enhancements in communit…

Owner: Prevention

Across three local authority areas, North Ayrshire, Aberdeen City and North Lanarkshire, the Scottish Fire and Rescue Service (SFRS) has been a key partner in the Community Health and Equity (CHES) pilots, which aim to embed Marmot principles and support local communities. Through collaboration with local authorities, Health and Social Care Partnerships, and third-sector organisations, SFRS is aligning its prevention, protection and community safety activities with wider public health priorities, including early intervention, place-based working and addressing the social determinants of health. This work includes targeted Home Fire Safety Visits linked to vulnerability, data sharing to identify individuals at risk, and joint initiatives that help create safer, healthier and more resilient communities, particularly in areas experiencing the greatest levels of deprivation. ….

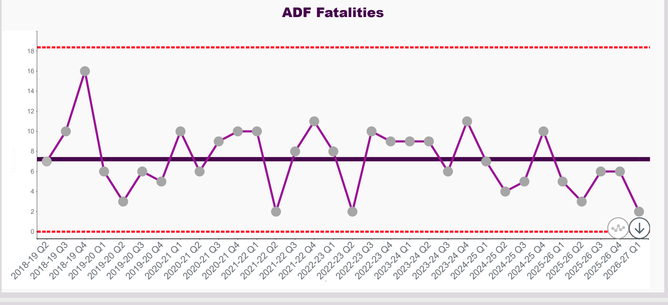


P001
Improving
Up is Good
Quarterly

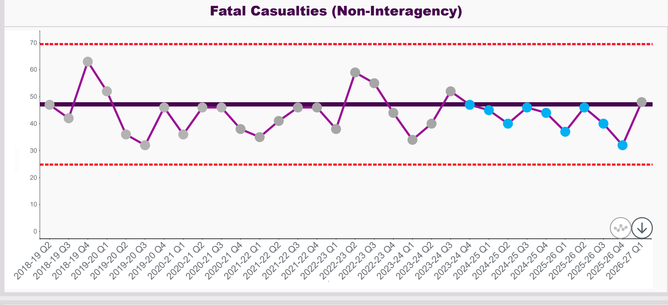
Result 02 - Our staff time is spent on proportionate and impactful interventions.

Owner: Prevention

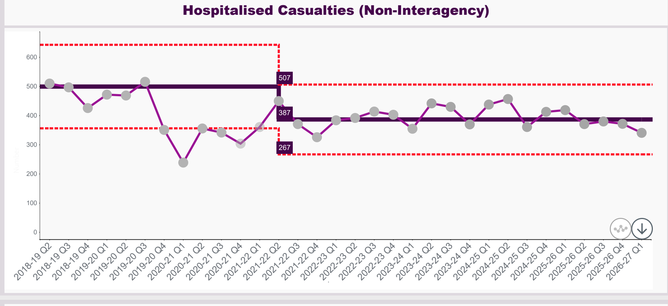
Across LSO Areas, front-line staff are delivering CSE activities relating to home, road, water, outdoor and CPR safety.
Activities support LSO Plans, contribute to Local Outcome Improvement Plans, and support the CSE Framework.
LSO Areas will continue to monitor trends and work with partners to identify local priorities to target activity and interventions. Activities will be recorded in the CSE Activities App.



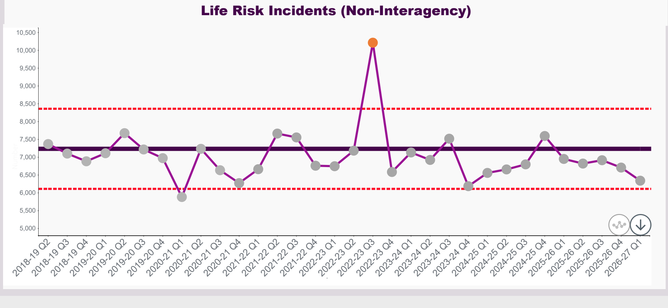
P002
Improving
Down is Good
Quarterly



P003
Improving
Down is Good
Quarterly



P004
Stable
Down is Good
Quarterly



P005
Sustained Improvement
Down is Good
Quarterly

Result 03 - Our subject matter experts actively contribute to national policy forums, consultations and working groups.

Owner: Prevention

Prevention Directorate staff attend a range of national forums relevant to their area of expertise.
SFRS attend meetings where we have a statutory duty or are a key stakeholder. These include Scottish Government led forums, NFCC committees and working groups, and national groups.
This work is considered Business as Usual and SFRS will continue to be represented and add meaningful contributions to a wide range of forums.

P006	Time Spent on Community Safety Work	AS IN RESULT 1 ABOVE

Safer Communities through Prevention

Through our work, in partnership with communities and other organisations, the safety and wellbeing of the people of Scotland continually improves.



Result 04 - We contribute expert insights to help shape the development of national policy areas, specifically those that include preparedness, fire safety and prevention.

Owner: Prevention

Prevention Directorate staff attend a range of national forums relevant to their area of expertise.
SFRS attend meetings where we have a statutory duty or are a key stakeholder. These include Scottish Government led forums, NFCC committees and working groups, and national groups.
This work is considered Business as Usual and SFRS will continue to be represented and add meaningful contributions to a wide range of forums.

Result 05 - We have expanded evaluation to more prevention activity, beyond community safety, against defined success criteria.

Owner: Prevention

The Resilience Team have been involved in the planning and delivery of the Commonwealth Games which were held at the end of July 2026 in Glasgow. As part of our evaluation a debrief will be undertaken to understand lessons learned and good practice for future events.
SFRS have a statutory duty to plan for events and the impact that they will have on operational response and community safety. HMFSI carried out a review of SFRS planning for the event and produced a report to Scottish Government.
The team will take any lessons learned from the Commonwealth Games and develop an action plan to help improve future events.

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The team will take any lessons learned from the Commonwealth Games and develop an action plan to help improve future events.

Result 06 - Improved evaluation of our prevention interventions enhances how we, and our partners, work to prevent harm.

Owner: Prevention

SFRS has a evaluation procedure in place. This is currently being reviewed and updated to support ease of use. The CSE Framework provides direction to LSO Areas of thematic areas of CSE work and they use local intelligence and partnership work to target interventions and engagement.
The CSE Activities Application has launched to strengthen reporting of community safety activities. A tiered approach to evaluation will support understanding the impact of these outputs.
The evaluation policy will be updated and specific projects will be subject to more indepth eveluation.

Result 07 - We demonstrate the wider benefit SFRS contributes along with our partners in prevention of harm through the use of long term evaluation.

Owner: Prevention

Work is in initial stages with Liverpool University to understand the benefits of HFSVs to the fire and rescue service, partners and householders. A research student will commence this work in September working with SFRS, Merseyside and Manchester FRSs.
The work will help to understand the correlation between HFSVs and accidental dwelling fires, the experience of householders and what / how long they retain information, and the wider benefits to partners in reducing other areas of harm.
Representatives from Liverpool University will visit SFRS to understand what data and information we hold and our HFSV processes. A steering group for the project with all stakeholders will be established over the forthcomng months.

Result 08 - We systematically review the recommendations of major incidents reports and integrate relevant findings into our policies and procedures.

Owner: Prevention

The Resilience Team closely review any recommendations that come out of pubic inquiries or major incident reports and incorporate them into policy and procedure.
The Resilience Team have been looking at recommendations from the Manchester Arena Inquiry, Grenfell Inquiry and major incidents such as Union Street fire to improve resilience and preparedness.
The Resilience Team are looking to work with the Policy Team and review and develop the Major Incident Plan and supporting documents.

Result 09 - Relevant members of local communities understand their role in responding to emergencies and have access to resources that strengthen their ability to respond and recover.

Owner: Prevention

The Community Asset Register has now been moved onto Resilience Direct, therefore making it available to partners.The Resilience Team have carried out a review of the Community Asset Register and have rebranded and re-launched it.
The Community Asset Register was only available to SFRS personnel so partner agencies did not have sight of any volunteers or assets.
Civil Contingencies Officers are continuing to promote volunteers onto the Community Asset Register in local LSO areas with the aim to increase the number of volunteers and assets.

Result 10 - We have organisational and local preparedness plans in place with partners, and test them on a prioritised basis.

Owner: Prevention

The Resilience Team continue to assist local LSO areas with the development of Multi-Agency Incident Response Guides.
SFRS has a statutory duty to plan and prepare for events and incidents under the Civil Contingencies Act 2004.
The Resilience Team will continue to assist with the delivery of local testing and exercising of COMAH sites and Multi-Agency Incident Response Guides.

Safer Communities through Prevention

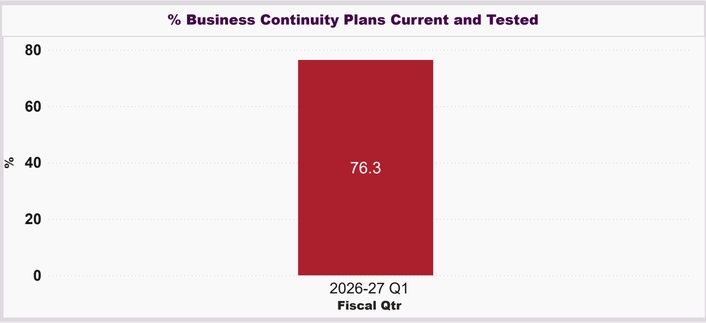
Through our work, in partnership with communities and other organisations, the safety and wellbeing of the people of Scotland continually improves.



Result 11 - We have the intelligence in place to support response.

Owner: Prevention

The removal of Qlikview has resulted in the Operational Intelligence reporting function was unavailable throughout Quarter 1. The OI team are nearing completion of the Premises Risk Based Identification Form this will ensure that OI is based on qualitative data.
Development of a Power BI reporting dashboard is progressing and will provide improved performance insight and clearer visibility of targeted workstreams once implemented. While progress has been impacted by dependencies on activity delivered outside the department, these risks are understood and continue to be managed.
The Power BI dashboard will go live in August 2026 and will allow LSO management teams to closely monitor and review OI.



P007
Not Enough Evidence
Up is Good
Quarterly

Result 12 - We, our partners, and local communities are prepared to respond to major incidents and improve community safety.

Owner: Prevention

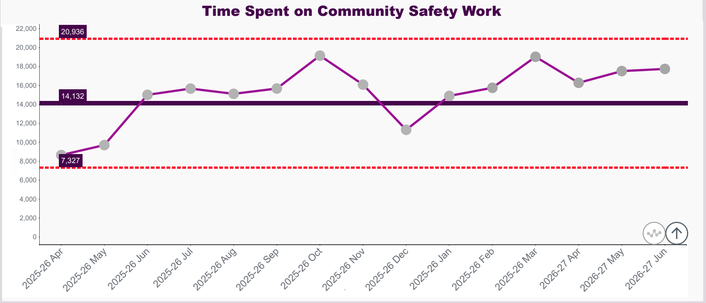
The Resilience team have been working with resilience partners during the last quarter to ensure the safe delivery of the Commonwealth Games. Major Incident Response Guidance has been reviewed and engagement with partners continues. SFRS assisted with the production of the National Coordination Arrangements document produced by the Scottish Resilience Partnership.
There is continuous focus on community resilience and enhancing partnership working at major incidents. SFRS Resilience Team are involved in a number of workstreams through the Scottish Resilience Partnership to improve whole societal resilience.
The SFRS will assist each Regional Resilience Partnerships to produce a Risk Preparedness Assessment for the next 2 years.

P008	% Business Continuity Plans Current and Tested	AS IN RESULT 11 ABOVE

Result 13 - Our prevention work responds to identified needs based on local and national priorities outlined in the Local Outcome Improvement Plans (LOIP), Local Fire Plan, and the SFRS Prevention Strategy.

Owner: Prevention

LSO Areas deliver a range of prevention activity across Scotland, primarily recorded through the CSE Activities App which captures how activity aligns to national policy, such as the Road Safety Framework, local priorities identified through intelligence or LOIPs, and the Prevention Strategy and CSE Framework. Preparedness and Protection activity is aligned to their respective frameworks.
This enables SFRS to understand activity across thematic areas and supports staff to link delivery to local plans. The Community Action Team provides support and direction and each area should have a local CSE Plan, supported by station plans that set out local CSE priorities. A Fire Safety Enforcement Plan supports delivery of fire safety activity in regulated premises.
A Power BI dashboard will support monitoring and provide better understanding of CSE activities delivered locally. New Local Fire Plans will strengthen local direction and ensure activity is targeted, coordinated and aligned to community need.



P009
Improving
Direction tbc
Quarterly

Result 14 - SFRS is an effective participant in community planning and partnership working to improve community safety and wellbeing across Scotland.

Owner: Prevention

LSO Area staff attend Community Planning Partnerships and their respective groups as core members. This includes in some local areas acting as Chair. Outcomes and priorities from these local forums are reflected in local Prevention activity.
SFRS have a statutory duty to attend CPPs and have been active members in this area since their inception.
SFRS will continue to support CPPs and their sub-groups.

P010	Time Spent on Community Safety Work	AS IN RESULT 13 ABOVE

Result 15 - We are meeting our statutory duties under the community empowerment act by attending community planning forums.

Owner: Prevention

SFRS staff attend CPPs and their sub-groups across all LSO Areas.
SFRS has a statutory duty to attend and realise the benefits of partnership working.
Staff will continue to attend CPPs and sub-groups.

P011	Time Spent on Community Safety Work	AS IN RESULT 13 ABOVE

Result 16 - We work collaboratively with local and national partners to improve community safety and wellbeing.

Owner: Prevention

Many CSE activities are desgined and delivered in partnership as evidenced in the SFRS Partnership Report and captured in the CSE Activities App. SFRS support the delivery of national partnership frameworks (road and water safety) and work with partners to identify and support those most at risk through Home Fire Safety Visits and safeguarding duties.
Partnership working is crucial to supporting those most in need, sharing resources, knowledge and skills.
Partners are incrementally being added to the HFSV Application to strengthen referral pathways to receive a HFSV and onward refer for wider wellbeing support.

P012	Time Spent on Community Safety Work	AS IN RESULT 13 ABOVE

Safe and Effective Response

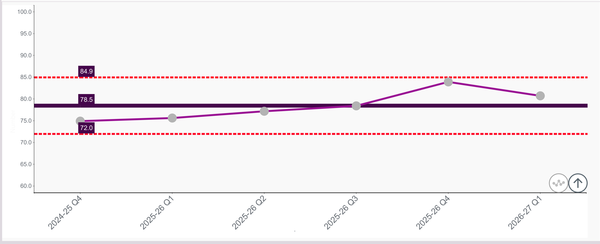
We are a leading Fire and Rescue Service where our communities and people are safe.



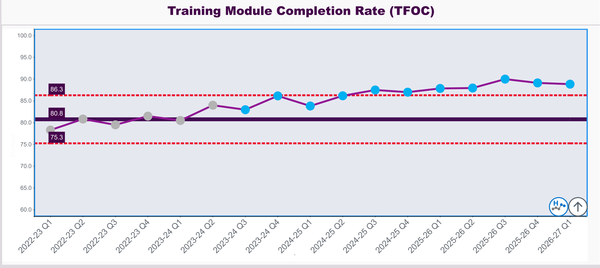
Result 17 - Firefighters' competencies are maintained through structured training plans and practical application.

Owner: Training

Training performance during Q1 declined compared with the previous quarter, with reductions in both Operational Core Skills (TfOC) completion rates and Formal Qualification Currency. However, TfOC performance remains ahead of the same period last year, and Incident Command currency continues to be strong within ICL1 and ICL2 cohorts.
Staffing pressures, detached duties, limited training capacity, absences, promotion-related qualification requirements, and retirements have impacted performance, particularly TfOC completion and higher Incident Command levels (ICL3 and ICL4), where smaller cohort sizes amplify the impact of individual gaps in availability and competence.
Work is underway to introduce Station Risk Profiling, enabling training provision to be tailored to local risk profiles and improving the efficiency and effectiveness of training delivery. Alongside this, a new performance dashboard is being developed to give operational managers greater visibility of performance metrics, including currency and competence levels, helping to support operational readiness.



P013
Not Enough Evidence
Up is Good
Quarterly



P014
Sustained Improvement
Up is Good
Quarterly

Result 18 - Operations Control firefighters are suitably trained on modern software to best respond to emergencies.

Owner: Service Delivery Area East and North Mainland

Operations Control continues developing workforce competence in modern mobilising and communications systems. NMS CAD training is now being delivered in two of the three Operations Controls, with the third commencing this month. The NMS ICCS system is now fully implemented and operational across all three Operations Controls.
The successful implementation of NMS ICCS provided valuable lessons that have shaped the NMS CAD programme. Evidence from learner, trainer and user feedback informed improvements to training and support. These changes increased confidence and preparedness, creating a more consistent approach to training and strengthening capability for future technology change.
NMS CAD training will be delivered within the remaining Operations Control, supporting system go-live and embedding new ways of working. Future development through the NMS Enhancement Project, including the introduction of MAIT and the Dynamic Cover Tool, will further enhance operational decision-making and service delivery capability.

Result 19 - Operational firefighters have the right personal protective equipment and operational assets.

Owner: Asset Management

SFRS continues to invest in the safety and protection of operational personnel through the ongoing management and enhancement of Personal Protective Equipment (PPE) and operational assets. During this reporting period, work has progressed on the procurement of the next generation Self Contained Breathing Apparatus (SCBA), which will incorporate integrated telemetry capabilities. This technology will provide enhanced real-time monitoring of firefighter status and location information, supporting improved incident command awareness and firefighter safety.
In parallel, SFRS is preparing to utilise the new National Fire Chiefs Council (NFCC) framework for Structural Fire Fighting PPE, ensuring access to modern, compliant protective clothing solutions that meet evolving operational requirements. The framework also includes a lightweight rescue PPE option certified to relevant wildland firefighting and technical rescue standards.
These developments demonstrate SFRS's continued commitment to providing operational firefighters with fit-for-purpose protective equipment and assets that support safe and effective incident response.

Result 20 - Training programmes are delivered in line with the 2023–28 Training Strategy, meeting defined standards for content, delivery, and assessment.

Owner: Training

Training programmes have continued to be delivered in line with the 2023-28 Training Strategy, supporting organisational priorities and workforce development needs. Consistent quality standards across programme design, delivery and assessment have resulted in strong participation, completion and learner satisfaction rates, demonstrating the value of training in developing workforce capability.
Performance has been underpinned by robust quality assurance processes. Programme content is regularly reviewed and updated to ensure alignment with strategic objectives, while delivery and assessment methods are tailored to learner needs and support the effective demonstration of competence. Learner feedback, trainer evaluation, programme reviews and compliance monitoring have contributed to maintaining high standards across all training provision.
The Training Function will continue to improve programme content, delivery approaches and assessment practices through ongoing quality assurance and continuous improvement activity, ensuring training remains effective, relevant and aligned with organisational priorities while supporting workforce capability and professional development across the Service.

Result 21 - Condition and suitability of stations are maintained to operational and compliance standards.

Owner: Asset Management

The condition and suitabilty of the inheritated property estate remains a concern. Underfunding in resource budgets results in repairs and maintenance being restricted by period 9 to emergency repairs for health and safety. wind and watertight situations.
Fresh condition surveys have been carried out resulting in a further increase in backlog maintenance, reflecting further defects across the estate.
New suitability surveys are being carried out and work is ongoing with NFCC NFEG to create a nationally agreed standard for both condition and suitability surveys.
A five year capital programme has been set with projects set to either replace or remediate stations affected by RAAC roofing aligning to the results of service delivery review. A series of welfare solution projects is under consideration to improve facilities at on call stations.

P015	% Stations Good or Satisfactory Condition
P016	% Stations Good or Satisfactory Suitability
P017	Stations with RAAC Roofing

THESE ANNUAL KPIs ARE SCHEDULED TO BE REPORTED IN THE Q4 REPORT

Result 22 - Digital and technology systems support core operational functions and decision-making, with agreed availability and effective user adoption.

Owner: Digital, Data and Technology

Proactive engagement with colleagues in Operations continues with a recent focus on resolving some operational issues with the new Digital Fireground Radios.
The Digital Fireground Radios issue was resolved by implementing a software update to all devices across the Service. There is a close working relationship between DDaT and Operations ensuring a proactive approach with identifying and resolving any challenges.
The highest current priority is to ensure the software update is applied to all devices ASAP.

Result 23 - Our fleet is maintained, modernised, and available where needed to support timely and effective emergency response.

Owner: Asset Management

The SFRS Fleet, consisting of over 1,750 individual vehicles is subject a legally compliant, scheduled inspection and maintenance program and this is aligned and tailored to specific vehicles classifications and utilisation.
New vehicles purchased towards the end of last financial years, including over 60 zero emission vehicles as part of the NetZero targets are being commissioned and rolled out to targeted locations based on age, condition report score and mileage, in an effort to replace and refresh the areas of the fleet most in need.
The roll out of these vehicles will make a positive impact on the average age of the vehicle classifications being targeted, however due to the limited funding and ongoing, and ever increasing number of vehicles reaching the end of their anticipated operational life, this will do little to the overall position in relation to the fleet backlog.

P018	% Light Fleet Less than 7 Years Old
P019	% Medium & Heavy Fleet Less than 15 Years Old

THESE ANNUAL KPIs ARE SCHEDULED TO BE REPORTED IN THE Q4 REPORT

Safe and Effective Response

We are a leading Fire and Rescue Service where our communities and people are safe.

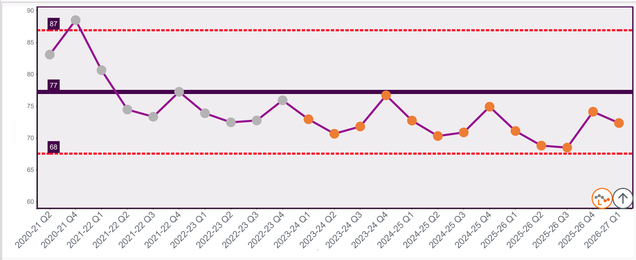


Result 24 - Our operational workforce has the skills and availability to meet current and projected community risk and service demand.

Owner: Service Delivery Area East and North Mainland

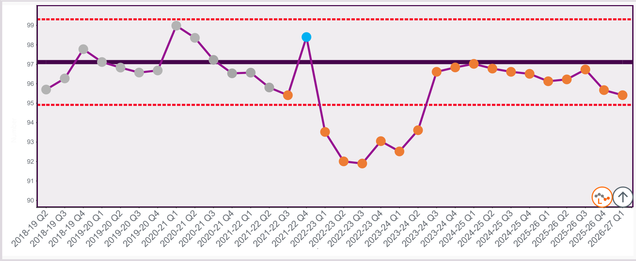
Workforce competence remains strong, with qualification currency rates remaining high despite a slight decrease from the previous quarter.
However, reduced wholetime establishment levels and ongoing On-Call availability pressures have contributed to a slight decline in appliance availability.
Recruitment and retention challenges, changing workforce demographics, reduced daytime availability and revised On-Call contractual arrangements continue to impact workforce resilience. Despite these pressures, targeted training and development have maintained competence levels across the operational workforce.
Targeted recruitment and retention activity, OCAARS, the proposed On-Call Target Operating Model and the introduction of new wholetime trainees will help strengthen workforce resilience and availability. Progress will be measured through improved appliance availability, increased establishment levels and sustained competence and qualification currency rates.

On Call 1st Appliance Availability



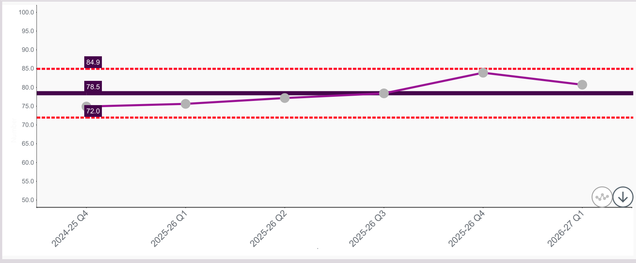
P020
Persistent Weakening
Up is Good
Quarterly

Wholetime Availability



P021
Weakening
Up is Good
Quarterly

Training - Formal Qualification Currency Rate



P022
Not Enough Evidence
Up is Good
Quarterly

Result 25 - New work processes have been adopted where they demonstrably improve efficiency or effectiveness.

Owner: Strategy and Change

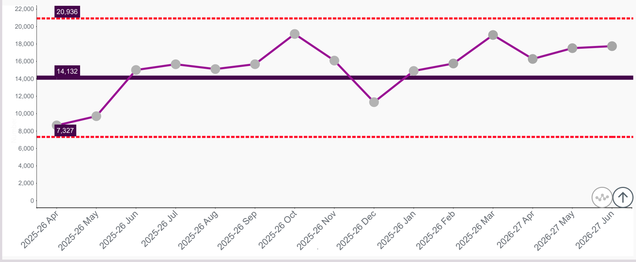
Following implementation of the Payroll and Availability modules of the Rostering solution, opportunities to remove duplication of effort have been identified and piloted. This will mean that one team can enter the required data rather than two teams needing to do so.
Full adoption has been delayed due to concerns raised by directly impacted personnel. Engagement is ongoing with colleagues and next steps are being identified.
Discussions are ongoing with Trade Union representatives and lessons will be learned and incorporated into business and change readiness processes.

Result 26 - Our people spend a higher proportion of their time on priority, community-facing, and safety-critical tasks.

Owner: Service Delivery Area East and North Mainland

Staff time has remained focused on priority community safety and prevention activities, including Home Fire Safety Visits (HFSVs), school engagement, safety campaigns and initiatives supporting vulnerable communities. HFSV activity has, however, plateaued over the last few months. Targeted performance management, partnership working and streamlined planning have helped prioritise community-facing activity. However, challenges with the HFSV application and partner referral processes have limited opportunities to increase HFSV delivery.
Management teams will continue to target resources towards prevention and safety-critical activity by increasing HFSV delivery, strengthening referral pathways and supporting school and youth engagement. Progress will be monitored through enhanced reporting during 2026/27.

Time Spent on Community Safety Work



P023
Improving
Up is Good
Quarterly

P024	Time Spent Training for Watch Based Personnel	DATA CAPTURE IS NOT CURRENTLY IN PLACE FOR THIS KPI

Result 27 - New operating delivery models have been identified to improve organisational effectiveness.

Owner: Service Delivery Area East and North Mainland

A slight reduction in On-Call availability has been recorded compared to the previous quarter. Progress has continued in developing and testing new delivery models, including the On-Call Target Operating Model, OCAARS and revised strategic cover arrangements, to improve resilience, governance and the effective use of resources.
This position is informed by operational assurance, performance data and workforce reviews, which continue to highlight availability challenges and the need for more sustainable service delivery models. KPI data is not currently available for stations operating alternative duty systems, limiting full performance assessment across all locations.
Evaluation of the new operating models will continue throughout 2026/27. Progress will be monitored through assurance activity, performance reporting and operational outcomes, with success measured through improvements in availability, and resource utilisation.

P025	% On Call 1st Appliance Availability	AS IN RESULT 24 ABOVE
P026	Stations with Alternative Duty Systems	THIS ANNUAL KPI IS SCHEDULED TO BE REPORTED THE Q4 REPORT

Safe and Effective Response

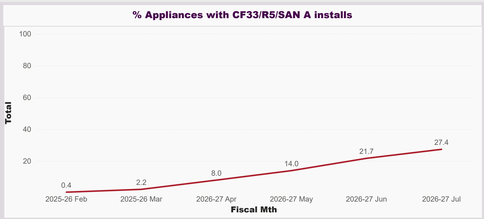
We are a leading Fire and Rescue Service where our communities and people are safe.



Result 28 - Situational awareness, communication, and on-scene coordination have improved due to appropriate software and systems.

Owner: Digital, Data and Technology

As at the end of Q1 146 installations had been completed.
The main challenge is around availability of Fleet assets. We are working with "live" appliances, so taking them "off the run" for a day at a time (sometimes longer) to have the install complete is presenting significant logistical challenges which the team continue to work alongside Fleet colleagues to schedule. The availability of Telent engineers to carry out the installations also continues to be a challenge.
Installations will continue at pace. External partners have been engaged with recently to re-evaluate workloads and priorities, ensuring an enhanced priority is put on installations moving forward.



P027
Improving
Up is Good
Quarterly

Result 29 - Appropriate systems and technologies have been deployed for operational staff.

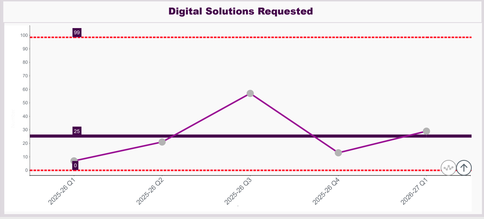
Owner: Strategy and Change

Implementation of the Computer Aided Dispatch (CAD) element of the New Mobilising System (NMS) is continuing. Whilst there is risk around the achievability of the timeline due to work required on the integration platform, the project remains on track to complete implementation of NMS by end of November 2026. Further delays have been experienced in the delivery of the Roster module due to supplier performance and escalation procedures with support from Strategic Leadership have been instigated. Implementation of the new Safety and Assurance Management System has begun with completion due end of next Financial Year.
…

Result 30 - Business processes are improved as a result of new system development capabilities.

Owner: Digital, Data and Technology

With so many manual processes evident within SFRS,the expectation/hope is that this KPI would always be on an upwards trajectory.
This KPI is solely reliant on non-DDaT functions requesting support from DDaT to automate processes, etc, so it is likely aligned to capacity and workload.
DDaT will continue to proactively engage with colleagues across all functions to identify and work towards the continue automation of manual processes.



P028
Not Enough Evidence
Up is Good
Quarterly

Result 31 - Incident response processes including resource deployment are improved by appropriate operational technologies, systems and equipment.

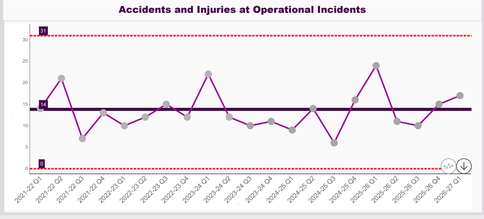
Owner: Service Delivery Area East and North Mainland

Incident response capability has improved through continued investment in operational technology, equipment and systems. Progress includes the rollout of wildfire assets, specialist vehicle upgrades and preparation for a new Operations Control mobilising system. These improvements are strengthening operational response, awareness and decision-making at incidents.
This reflects planned investment in modernising operational capability and addressing identified operational risks. National reviews, operational assurance findings, evolving incident types and ageing assets have driven work to improve technology, specialist equipment, mobilising systems and information sharing, ensuring responders have better tools to support safe and effective incident management.
The rollout of new mobilising technology, in-vehicle systems and specialist operational equipment will continue. Further development in specialist vehicle standardisation is also planned. Success will be evidenced through improved operational efficiency, enhanced incident command support and more reliable information available to crews and control.

Result 32 - The successful rollout of new technology assists in firefighter safety.

Owner: Digital, Data and Technology

Significant progress has been made in the rollout of new technology initiatives that support firefighter safety and operational effectiveness. The In Vehicle Systems (IVS) project is currently being rolled out across North and East Scotland, enhancing connectivity and providing crews with improved access to operational intelligence while attending incidents. In parallel, work continues on the Self-Contained Breathing Apparatus (SCBA) project, which has the potential to further enhance firefighter safety. Other technology developments include the implementation of the ESAMS software project, the CivTech contaminants project and situational awareness projects, which are all designed to support improved safety outcomes. These projects form part of an ongoing programme of investment in technology to better support operational decision-making, information sharing and firefighter wellbeing.
We expect to see the benefit on this KPI over the long term as the phased rollout of IVS technology will continue across the remaining areas of Scotland and as these other projects reach fruition.

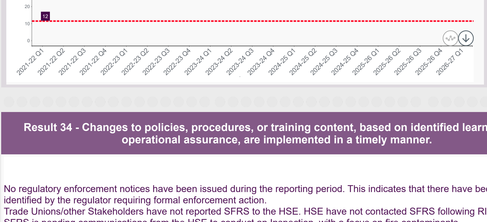


P029
Stable
Down is Good
Quarterly

Result 33 - Application of learning leads to improvements in areas such as firefighter safety, response effectiveness, procedural compliance, and debrief outcomes.

Owner: Safety and Assurance

Accidents and injuries have provided opportunities to identify learning and improve how activities are planned, supervised and carried out.
Investigations and debriefs have identified actions to strengthen firefighter safety, improve operational effectiveness and reinforce compliance with procedures. Lessons learned are informing decision-making, training and local improvements to make activities safer and reduce the likelihood of similar incidents recurring.
Investigations identified themes including operational hazards, human factors, environmental conditions and procedural issues. Previous actions, including updated guidance, training and shared learning, have contributed to improvements. However, recurring issues indicate that embedding learning consistently across the organisation remains a challenge and requires further analysis.
Learning from accidents and injuries will continue to be translated into practical improvements through completed investigation actions, effective sharing of lessons and monitoring implementation. Success will be demonstrated through stronger compliance, positive assurance findings and reduced recurrence of similar issues.

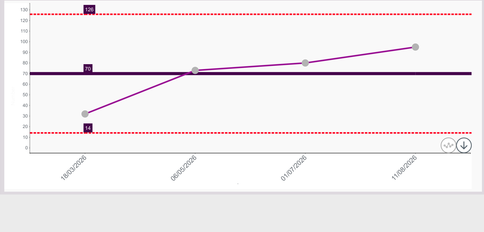


P030
Stable
Down is Good
Quarterly

Result 34 - Changes to policies, procedures, or training content, based on identified learning and operational assurance, are implemented in a timely manner.

Owner: Safety and Assurance

No regulatory enforcement notices have been issued during the reporting period. This indicates that there have been no significant concerns identified by the regulator requiring formal enforcement action.
Trade Unions/other Stakeholders have not reported SFRS to the HSE. HSE have not contacted SFRS following RIDDORS being reported.
SFRS is pending communications from the HSE to conduct an Inspection, with a focus on fire contaminants.



P031
Not Enough Evidence
Down is Good
Quarterly

Investing in our People



Our people feel valued and supported by SFRS in a culture that embraces diversity and inclusion, empowerment and accountability and drives joined up working.

Result 35 - SFRS programmes and plans are compliant with legislation, national standards and best practice in health, safety, and wellbeing.

Owner: Safety and Assurance

Accidents and injuries have identified learning to improve how activities are planned, supervised and carried out. Investigations and debriefs have informed actions to strengthen firefighter safety, improve operational effectiveness and reinforce compliance with procedures. Lessons learned are improving decision-making, training and local practice to reduce the likelihood of similar incidents recurring.
Investigations identified themes including operational hazards, human factors, environmental conditions and procedural issues. Updated guidance, training and shared learning have driven improvements, but recurring issues indicate that embedding learning consistently across the organisation remains a challenge.
Learning from accidents and injuries will continue to drive practical improvements through completed investigation actions, effective sharing of lessons and monitoring implementation. Success will be demonstrated through stronger compliance, positive assurance findings and reduced recurrence of similar issues.

Result 36 - All decisions consider health, safety, and wellbeing.

Owner: Safety and Assurance

The Health and Safety Improvement Plan continues to support improvements in health, safety and wellbeing. Progress has been made in delivering planned actions, strengthening arrangements, addressing identified issues and supporting continuous improvement. This is helping improve compliance with legal duties and organisational standards, while outstanding actions continue to be monitored through established governance arrangements.
Progress reflects the efforts of business owners and the HSWA team to deliver agreed improvements. Actions have been completed where ownership, resources and oversight have been effective. Outstanding actions reflect dependencies, specialist input, consultation, training or process changes. Regular monitoring has maintained focus and supported intervention where progress has been slower than expected.
The priority is to complete remaining actions, focusing on improvements that reduce risk, strengthen compliance and enhance safety management. Progress will continue to be monitored through governance arrangements, with success demonstrated through completed actions, effective assurance and positive audit and review outcomes.

P032	% Health and Safety Improvement Plan Actions Completed In Year	THIS ANNUAL KPI IS SCHEDULED TO BE REPORTED THE Q4 REPORT

Result 37 - Our staff are empowered to confidently report on physical and psychological safety concerns.

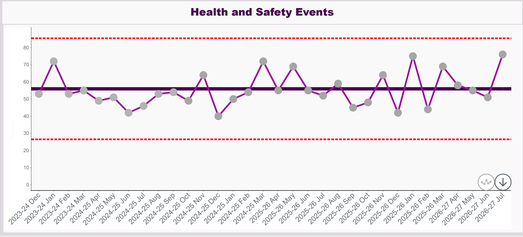
Owner: Safety and Assurance

Reporting channels, awareness activity and support arrangements encourage staff to raise physical and psychological safety concerns. Reported concerns provide insight into staff wellbeing, workplace safety and organisational culture. While opportunities to report are available, confidence depends on staff believing concerns will be listened to and acted upon, supporting early intervention and continuous improvement.
Confidence to report is influenced by clear reporting processes, supportive managers, visible action, communication, training and leadership. Staff feedback, reported concerns and engagement activity indicate that previous work to strengthen reporting arrangements has improved awareness. Where confidence remains uncertain, further staff feedback will help identify barriers, including concerns about confidentiality or whether action will be taken.
The priority is to strengthen confidence that concerns will be addressed through clear communication, visible leadership and consistent management. Success will be demonstrated through improved staff confidence, timely resolution of concerns and evidence that learning leads to safer working practices.

Result 38 - We have a safety culture that ensures compliance, reflects best practice and improves the mental and physical wellbeing of staff.

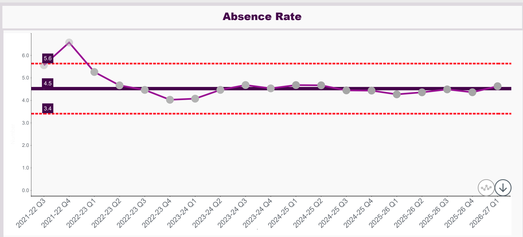
Owner: Safety and Assurance

Health and safety events provide insight into how effectively risks are managed and where improvements are needed. Reporting supports learning by identifying recurring issues, emerging risks and opportunities to strengthen working practices. Open reporting and investigation support compliance, continuous improvement and a safer working environment by helping reduce the likelihood of harm.
Health and safety events arise from workplace hazards, human factors, equipment issues, environmental conditions and procedural weaknesses. Previous actions, including improved guidance, training, awareness and oversight, have strengthened the organisation's ability to identify and respond to risks. Recurring issues require ongoing analysis to understand underlying causes and determine whether additional controls are needed.
Learning from health and safety events will continue to strengthen risk controls through investigation, shared learning and implementation of improvements. Success will be demonstrated through assurance activity, staff feedback and evidence that lessons learned reduce the recurrence of similar events.



P033
Stable
Down is Good
Quarterly

P034	HSW - Regulatory Enforcement Notices	THIS ANNUAL KPI IS SCHEDULED TO BE REPORTED THE Q4 REPORT



P035
Stable
Down is Good
Quarterly

Result 39 - We protect the mental and physical wellbeing of staff.

Owner: Safety and Assurance

The Health, Safety and Wellbeing team supports staff through mental health strategies, counselling, wellbeing champions, post incident support, occupational health, physiotherapy and fitness standards.
These services build resilience and protect wellbeing.
Future improvements include expanding peer support, rehabilitation programmes, wellbeing initiatives and using staff feedback to enhance support.

Result 40 - Mental wellbeing of staff has improved.

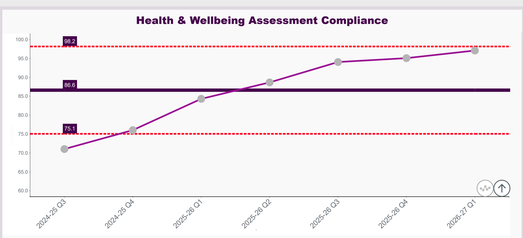
Owner: Safety and Assurance

Mental wellbeing improvements are measured through positive staff feedback, higher wellbeing survey scores, reduced absence, and increased engagement.
Positive feedback, reduced absence, and stronger engagement show staff feel healthier, supported, and more resilient.
Expand support, promote wellbeing, enhance rehabilitation, and use feedback.

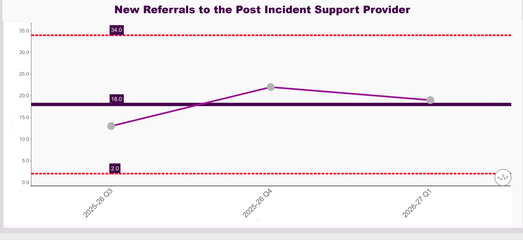
Result 41 - Staff have access to improved wellbeing support.

Owner: Safety and Assurance

Operational employees are encouraged to attend regular health screenings to identify potential health issues early and access appropriate support. This proactive approach improves wellbeing by promoting physical and mental health, providing timely interventions, and enabling referral to relevant services.
Staff receive enhanced wellbeing support and are better able to remain healthy and resilient.

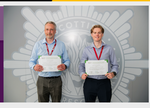


P036
Improving
Up is Good
Quarterly



P037
Not Enough Evidence
Down is Good
Quarterly

Investing in our People

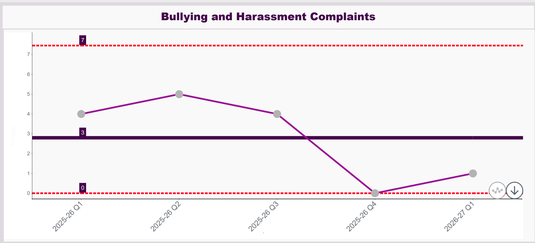


Our people feel valued and supported by SFRS in a culture that embraces diversity and inclusion, empowerment and accountability and drives joined up working.

Result 42 - Our people experience a culture of inclusion, fairness and equality as a result of continuous improvement in our professional standards and behaviours.

Owner: People

One bullying complaint and no harassment complaints were recorded in Q1 2026-27
The number of formal complaints remained low during the quarter. While complaint volumes alone do not provide a definitive measure of organisational culture, monitoring formal cases helps SFRS identify concerns, respond appropriately when issues arise, and understand emerging trends that may impact employee experience and inclusion.
SFRS will continue to promote a respectful and inclusive workplace through established policies, support mechanisms, awareness activity and employee engagement initiatives. Complaint trends will continue to be monitored alongside other workforce indicators, including employee feedback and inclusion measures, to provide a broader assessment of progress towards a positive and inclusive culture.

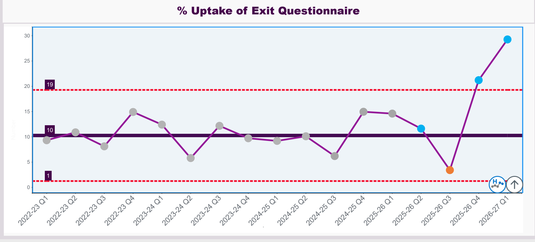


P038
Not Enough Evidence
Down is Good
Quarterly

Result 43 - We have improved the experience of working at SFRS.

Owner: People

SFRS relies on employees voluntarily completing a confidential exit questionnaire and/or taking part in a confidential exit interview. People Services begin the process by issuing exit questionnaires, once formal notification is received, to process SFRS leaver paperwork. Where an exit interview is requested, People Services notify both the line manager and People Adviser.
The response rate may be affected by the voluntary nature of the request and limited follow up by managers.
Information relating to leavers on the iHub will be strengthened to encourage engagement with the process. Information regarding the option of exit interviews will also be made clear on the iHub page. Response rates will be monitored and reported regularly. Engagement will take place with the Corporate Business Solutions project to highlight this area for consideration for automation as part of the leaver processing.



P039
Improving
Up is Good
Quarterly



P040
Weakening
Up is Good
Quarterly

Result 44 - Our values have been reviewed in consultation with staff and stakeholders, and are explained, and relevant to a modern fire and rescue service.

Owner: People

The Values Review progressed through the Organisational Culture and Leadership Programme in Q1 2026-27, supporting work to ensure SFRS values remain current, meaningful and relevant to a moder Fire and Rescue Service.
The review is being taken forward to assess whether current values remain fit for purpose, supported by benchmarking, colleague engagement and alignment with relevant ethical and leadership frameworks.
Further engagement, analysis and options development will be progressed once approved by OCL and resource is in place, with recommendations reported through programme governance.

Result 45 - Values are embedded in all processes and business areas.

Owner: People

Q1 2026-27 activity linked to recruitment, appraisal and leadership development provides a route to strengthen how values can be reflected in core People processes.
This supports the longer-term aim of improving consistency, fairness and values-led behaviours across assessment, development, performance and progression activity.
Further policy review, appraisal development and leadership framework activity should be used to evidence how values are applied in practice across key business areas.

Result 46 - People have opportunities to develop their talent and progress their careers as a result.

Owner: People

A range of development opportunities were delivered during Q1 2026-27, including leadership and management programmes, MA/SVQ qualifications, Learning at Work Week, lifelong learning opportunities, appraisal development sessions and professional skills development activity, supporting workforce capability, talent development and career progression.
This activity supports the development of clear learning, qualification and career pathways, helping employees build skills, access lifelong learning opportunities and progress their careers within SFRS.
Leadership programme delivery, MA/SVQ provision, quarterly learning and development activity, lifelong learning opportunities and appraisal improvement work will continue to strengthen workforce capability and support future talent and career progression opportunities.

Result 47 - We have a learning culture where people can maintain and update their skills.

Owner: People

Q1 evidence shows learning activity was delivered through appraisal development sessions, Learning at Work Week, professional skills activity and revised Learning Needs Analysis arrangements.
This activity supports a culture of continuous learning by providing employees with opportunities to maintain, refresh and develop their knowledge and skills in line with organisational needs and personal development goals.
Q2 2026-27 activity will focus on continued delivery of development opportunities, quarterly development activity, evaluation of Learning at work Week, ongoing learning needs analysis and strengthening learning governance to support workforce capability and continuous professional development.

Result 48 - We help our people embrace and access opportunities to grow their skills and progress in their careers.

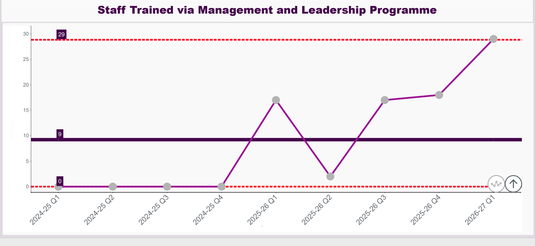
Owner: People

A range of accessible development opportunities were promoted and delivered during Q1 2026-27, including leadership and management programmes, Learning at Work Week, lifelong learning opportunities, Train the Facilitator activity, MA/SVQ qualifications, appraisal development activity and professional skills development sessions.
Providing a variety of development opportunities helps ensure employees can access learning that meets their individual needs, supports skills growth and encourages engagement in continuous personal and professional development.
Development opportunities will continue to be promoted and delivered through leadership programmes, lifelong learning activity, Train the Facilitator provision, MA/SVQ programmes, quarterly development initiatives and improvements to appraisal and development processes, helping employees access learning and career progression opportunities throughout their careers.

Result 49 - Our people have the leadership and management skills they need proportionate to their role.

Owner: People

29 individuals completed the NFCC Supervisory and Middle Manager Leadership Programmes in this quarter, contributing to the development of leadership and
Strong learner engagement, high programme demand and continued delivery of active cohorts, supported programme completions during the reporting quarter.
Continued programme delivery and launch new cohorts in quarter 3 to maintain completion levels and support future leadership capability development.



P041
Not Enough Evidence
Up is Good
Quarterly

Investing in our People

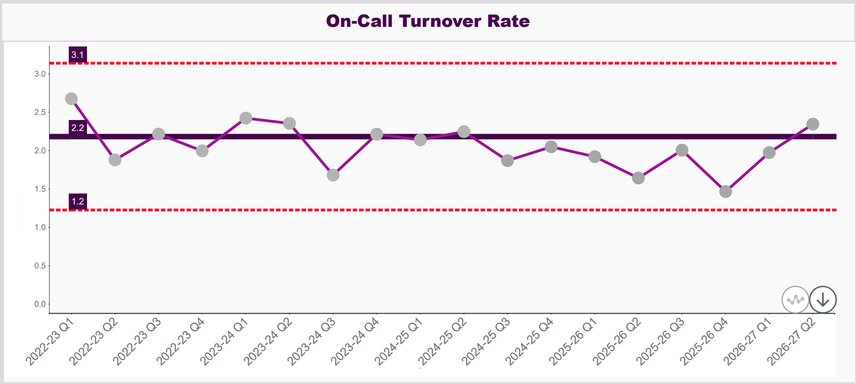


Our people feel valued and supported by SFRS in a culture that embraces diversity and inclusion, empowerment and accountability and drives joined up working.

Result 50 - Flexible and modern working practices has improved on-call retention.

Owner: People

On Call turnover increased to 2% in this quarter, following a reduction to 1.5% in the previous quarter. Despite this increase, the rate remains broadly stable and consistent with the levels recorded over recent years.
Retention of On Call colleagues remains an on-going challenge due to the nature and demands of the role and the locations of the roles throughout the SFRS footprint.
On Call Strategic Group (OCSG) are exploring a range of measures to improve attraction and increase recruitment levels with use of the PREP programme.



P042

Sustained Improvement

Down is Good

Quarterly

Result 51 - Flexible and modern working practices has improved recruitment appeal as reflected in on-call FTE.

Owner: People

The revised RDS terms and conditions of employment (effective January 2025) introduced amended bands of availability and levels of retainer fees charged. This allows new entrants to offer SFRS 31 to 120 hours per week, instead of the previous minimum of 80 to 120 hours per week. The reduced minimum level of hours aims to improve attraction for new entrants and open up the opportunity to be an On Call Firefighter; especially for those individuals who could not previously commit to a higher banding.
Retained Duty System (RDS) contract bandings and increased retainer fees were negotiated nationally and applied by UK Fire and Rescue Services.
SFRS will employ more individuals under On Call reduced hour contracts to strategically address appliance availability gaps in local communities.

Result 52 - Positive Action events have supported recruitment, development and progression for under-represented groups.

Owner: People

No dedicated Positive Action events were delivered during the reporting period. Activity focussed on supporting ongoing recruitment campaigns, monitoring diversity outcomes and planning future engagement activity aimed at attracting candidates from under-represented groups.
The focus during the quarter was on supporting ongoing recruitment activity, monitoring diversity outcomes and considering how future engagement activity can be targeted to support under-represented groups.
Talent Acquisition will continue to monitor diversity outcomes and identify opportunities for future Positive Action activity. Early indicators remain encouraging, with the upcoming September 2026 trainee firefighter intake including six women, building on recent progress in female representation across firefighter recruitment.

P043	% Ethnic Minority Firefighter Successful Applicants
P044	% Female Firefighter Successful Applicants

THESE ANNUAL KPIs ARE SCHEDULED TO BE REPORTED THE Q4 REPORT

Result 53 - We have increasingly employed individuals to better reflect the population of Scotland.

Owner: People

Selection activity for Batch 1 of the 2026 Wholetime Firefighter recruitment campaign took place during the reporting period. Women represented 12.3% of applicants within the batch (82 of 664) and demonstrated strong progression through shortlisting, with 51.2% progressing compared with 23.7% of male applicants. These outcomes provide positive indicators within the recruitment pipeline and will continue to be monitored as the campaign progresses.
Attraction and engagement activity undertaken ahead of the campaign, together with increased communication and information for potential applicants, supported efforts to raise awareness of opportunities within SFRS. Women represented 10.7% of the overall applicant pool, providing a positive foundation for ongoing recruitment activity.
Talent Acquisition will continue to monitor diversity outcomes throughout the selection process. Insight gathered will be used to inform future attraction and recruitment activity aimed at supporting a workforce that better reflects the population of Scotland.

P045	Female Ratio - Wholetime

THIS ANNUAL KPI IS SCHEDULED TO BE REPORTED THE Q4 REPORT

Result 54 - Effective local and national engagement forums are in place with representative bodies.

Owner: People

The SFRS has had an established Working Together Framework for all its' recognised representative bodies since 2013. The Framework incorporates the Annual Recognition Agreements for the Fire Brigade Unions (FBU) and UNISON. This Framework is due to be reviewed.
The SFRS has changed structures and remits since the introduction of the Framework and is out of date.
The review is planned to commence in Q4 2026-27 and will incorporate all associated links to the Framework, such as the Consultation and Negotiation Procedure, the associated governance routes for escalation e.g. Employee Partnership Forum (EPF) and the Partnership Advisory Group (PAG).

Result 55 - We have built effective relationships with representative bodies.

Owner: People

Regular engagement takes place with all Trade Unions with formal arrangements in place including the Employee Partnership Forum (EPF); the Partnership Advisory Group (PAG) and the Women's Experience Liaison Forum (WELF). In addition, quarterly representative bodies engagement meetings were reintroduced between the People Function and Unite and UNISON.
To promote deeper understanding and engagement in key projects going forward within the People Function.
Regular engagement meetings will be reintroduced in Q2 2026-27 between the People function and the Fire Brigades Union (FBU).

Improving Performance

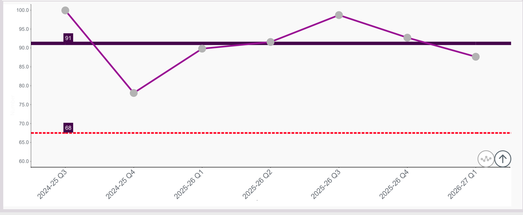
We will continuously improve our organisational performance, productivity and resilience.



Result 56 - Staff have improved their digital and data literacy.

Owner: Governance and Compliance

The position is unchanged. Staff complete required training in data protection and cyber security each quarter, monitored at directorate level. This helps staff recognise cyber threats and lowers risk to them and to the Service.
Completion is uneven between directorates, and management teams receive their own figures to chase those outstanding. Required training is largely in a good place.
A business case currently under consideration by the SLT includes proposals to strengthen organisational data capability, including the introduction of a dedicated Data Literacy Lead role. While the extent to which recording issues may influence reported completion rates has not yet been fully assessed, management teams will continue to monitor performance and identify any emerging concerns.

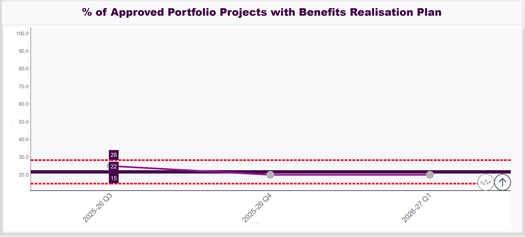


P046
Not Enough Evidence
Up is Good
Quarterly

Result 57 - There is evidence of improvement in SFRS practice.

Owner: Strategy and Change

Of the five projects with approved full business cases, one (20%) has a benefits realisation plan in place which is the New Mobilising System. Benefits will start to be realised following the implementation of the Computer Aided Dispatch (CAD) in November 2026. Work with the Rostering project to identify benefits and agree a realisation plan has been paused. Initial indications are that some cashable savings have been achieved by Payroll and Availability and work is ongoing to quantify these. Alternative Duty Systems benefits will be incorporated into the Service Delivery Review Programme benefits realisation plan following Board decision on the options. The Emergency Service Mobile Communications Programme will develop a benefits realisation plan later in the programme. The Safety and Assurance Management System has completed initial benefits identification and a realisation plan will be developed. This work is currently delayed due to the Project Manager being overallocated.



P046
Not Enough Evidence
Up is Good
Quarterly

Result 58 - We have embraced new ways of working that increase our level of productivity and performance.

Owner: Governance and Compliance

In 2024 we participated in a Scottish Government scheme to improve data maturity and governance in public sector bodies which resulted in a baseline assessment of our data maturity. Our overall score was 3.27 out of 5, putting us in the developing stage of maturity. The assessment covered themes of Data, Uses, Analysis, Leadership, Culture, Tools and Skills, where Culture was our strongest theme and skills our weakest. Insights from this assessment were published in Power BI were used to inform the deliverables of the DDaT strategy. Successful delivery of the DDaT strategy is intended to improve our business processes and working practices, removing duplication of effort and manual data processes and thus allowing colleagues to focus on the most important aspects of their work.
A date has yet to be determined for a second data maturity assessment, the overall score and insights will be published thereafter.

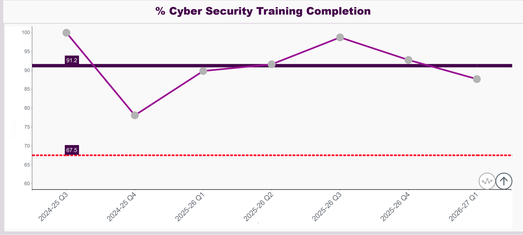
P048	Data Maturity Assessment Score

THIS KPI WILL BE REPORTED ON COMPLETION OF THE NEXT DATA MATURITY ASSESSMENT TOWARDS THE END OF THE LIFETIME OF THE STRATEGY

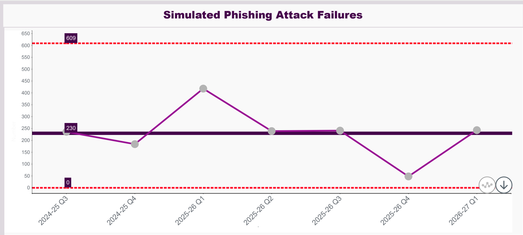
Result 59 - Cyber security threats are identified, responded to and prevented effectively.

Owner: Digital, Data and Technology

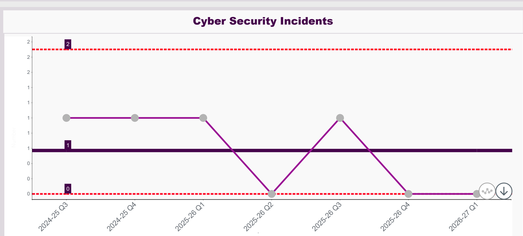
Cyber training completion dropped slightly for Q2. Previous quarters had shown excellent completion percentages, so this drop is disappointing. The time period included June, which is a month where a higher the normal number of staff take annual leave, so this drop in completion is likely due to these staff members going on leave in June, thus missing the June deadline.
We continue to drive education and comms around Cyber training and it is expected that this figure will increase again in Q3 onwards.



P049
Not Enough Evidence
Up is Good
Quarterly



P050
Not Enough Evidence
Down is Good
Quarterly

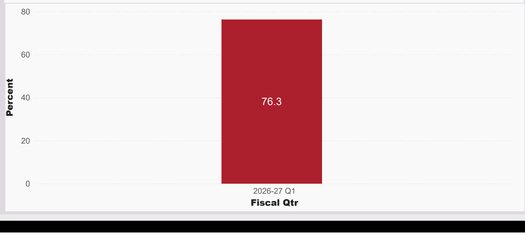


P051
Not Enough Evidence
Down is Good
Quarterly

Result 60 - Organisational risk, security and resilience are effectively managed to maintain business continuity during impactful events.

Owner: Prevention

There has been a focus on delivering business continuity workshops by Civil Contingencies Officers to LSO areas to assist with the production of business continuity plans. A large percentage of station Business Continuity Plans are valid and have been reviewed.
The Resilience team are currently in the process of developing a Business Continuity Management System. This system will be an automated system and will prompt BCP owners when BCP's are due review/testing.
A BCP Working Group will be established this quarter to develop and deliver a business continuity policy. This policy will ensure that SFRS can prepare for, respond to, maintain, and recover its critical functions during disruptive events of any scale, while continuing to protect life, property, and community wellbeing across Scotland.



P052
Not Enough Evidence
Up is Good
Quarterly

Improving Performance

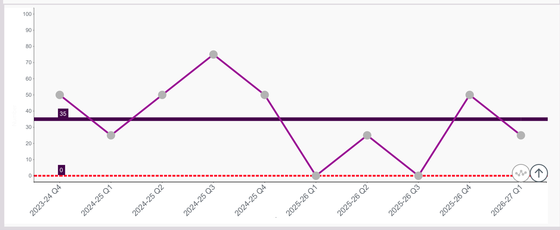
We will continuously improve our organisational performance, productivity and resilience.



Result 61 - Risks are identified and responded to effectively through continual review of the risk registers in line with risk appetite across the service.

Owner: Governance and Compliance

Internal management boards identify and request risk spotlight reporting. Heads of Functions will continue to provide risk spotlight reports to those boards. This enhances organisational assurance by providing focused visibility of emerging and high-impact risks, enabling timely scrutiny, informed decision-making and the identification of appropriate mitigating actions.
In addition, strategic risk workshops have been held with Head of Functions. Strategic risks will identify high-level threats that could significantly impact the governance of our Service and our ability to achieve long-terms priorities. This further evolves the SFRS approach to risk management.
A new toolkit for risk reporting is also in development to support the proactive management of SFRS risks and ensure consistency in the process, replacing the current excel based approach. A new format for strategic reporting has also been identified and will progress alongside this.

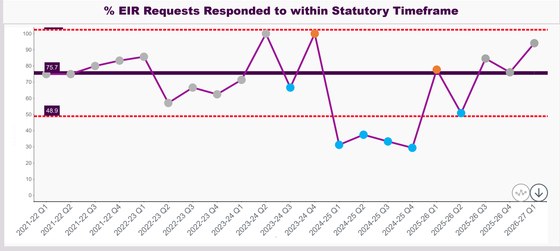


P053
Stable
Up is Good
Quarterly

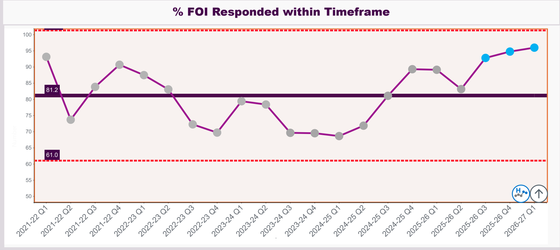
Result 62 - We follow Information Governance and data protection principles across all SFRS data.

Owner: Governance and Compliance

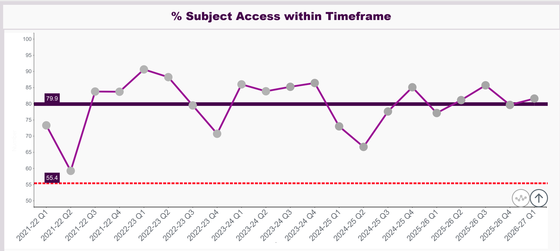
Information Governance have improved the response time for requests for FOI/EIR/SARs. We have recently had our Intervention Level 2 closed by OSIC and participated in an internal audit which has provided some management actions to allow us to improve further. Complaints have remained consistent but personal data breaches have increased due to human errors.
The FOI Team have worked extremely hard to improve processes and respond to requests faster. They have collaborated to develop new processes and ensure these are as efficient as possible. IG have been monitoring the personal data breaches and have identified a number which could have been avoided. There has also been a reduction in the number of personnel completing the GDPR/Info Security e-learning package.
A new e-learning package is currently being developed for GDPR/Info Security/FOI and includes breaches. This will provide better knowledge and allow us to monitor more closely and provide support when required.



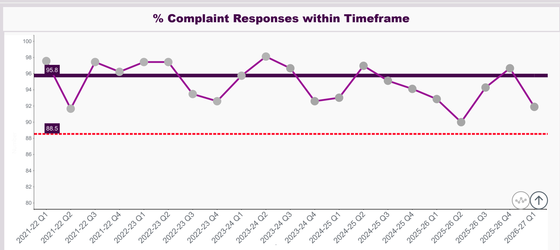
P054
Improving
Up is Good
Quarterly



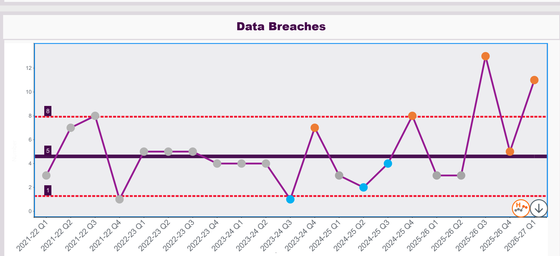
P055
Improving
Up is Good
Quarterly



P056
Stable
Up is Good
Quarterly



P057
Weakening
Up is Good
Quarterly

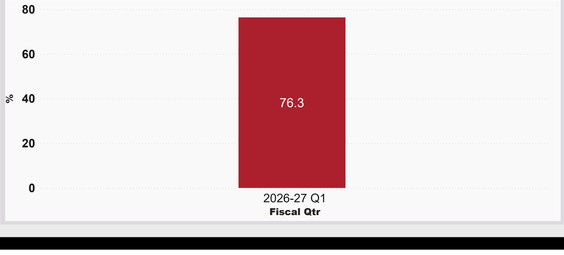


P058
Weakening
Down is Good
Quarterly

Result 63 - We have processes in place to ensure, test, and exercise business continuity.

Owner: Prevention

There has been a focus on delivering business continuity workshops by Civil Contingencies Officers to LSO areas to assist with the production of business continuity plans. A large percentage of station Business Continuity Plans are valid and have been reviewed.
The Resilience team are currently in the process of developing a Business Continuity Management System. This system will be an automated system and will prompt BCP owners when BCP's are due review/testing.
A BCP Working Group will be established this quarter to develop and deliver a business continuity policy. This policy will ensure that SFRS can prepare for, respond to, maintain, and recover its critical functions during disruptive events of any scale, while continuing to protect life, property, and community wellbeing across Scotland.



P059
Not Enough Evidence
Up is Good
Quarterly

Improving Performance

We will continuously improve our organisational performance, productivity and resilience.



Result 64 - Data and business intelligence tools are used to improve staff productivity and investment prioritisation.

Owner: Governance and Compliance

This is improving steadily, helped by staff asking for support. New and improved dashboards continue to be released to support insights at all levels. The way we now collect and report management information has also been amended to help form a clearer picture of Service performance. Stakeholders tell us that dashboards make it easier to see what drives demand and provide ability to plan programs of work. Support staff have also had administrative processes improved using BI tools such as PBI to make information more accessible.
Development work is on-going as part of business-as-usual but also aligned with the priorities intended to deliver the DDaT strategy. This will include clearer evidence of decisions taken at meetings driven by data so we can see where our products change outcomes.

Result 65 - Decisions are informed by evidence supported by a strong data literacy across the service.

Owner: Governance and Compliance

Evidence based decision making is evident across the service but the Service recognises that data literacy and access to data varies greatly across the Service. An external review and two internal assessments all found development needs and these are addressed within the DDaT Strategy. Implementation of the DDaT Strategy is intended to greatly improve evidence based decision making.
A business case to support the delivery our DDaT strategy is currently being considered by SLT.

Result 66 - Staff have access to timely, accurate, and relevant data to support their roles and responsibilities.

Owner: Governance and Compliance

This quarter new systems became available for frontline staff to record operational activity and community safety work, alongside a new mechanism for reporting delivery of strategic goals. Access to data varies for all, but the Service is committed to improving the timeliness, accuracy and governnace of our data.
As an example, legacy systems remain a constraint: known systems hold duplicate records, and have issues updating reliably.
A business case to support the delivery our DDaT strategy is currently being considered by SLT which includes dedicated data science, enginneering and governance capabilities.

Result 67 - New and innovative ways of engaging with communities have been adopted which inform and support our decision making.

Owner: Communications and Engagement

There has been no progress in this strategic result.
The Comms and Engagement Team experienced severe staffing capacity issues in the reporting period. Also, focus on SDR has been a strategic priority. Two of the three members of the Consultation Team left SFRS in December as their contracts were not renewed. This severely reduced capacity to progress this strategic result.
This strategic result will form part of the objectives of the new head of function (in post from Sept. 2026). The Public Involvement and Consultation Manager will, under the direction of the new HoF, likely be tasked with developing new areas of work to progress this strategic result.

Innovation and Investment



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

Result 68 - Partnership working within communities enhances prevention activities for vulnerable people.

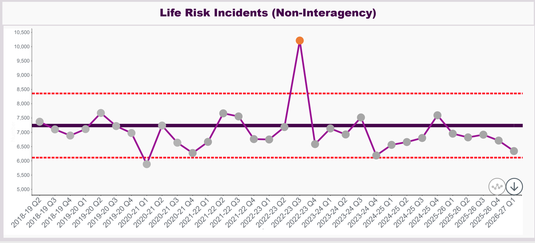
Owner: Prevention

Many CSE activities are desgined and delivered in partnership as evidenced in the SFRS Partnership Report and captured in the CSE Activities App.
SFRS support the delivery of national partnership frameworks (road and water safety) and work with partners to identify and support those most at risk through Home Fire Safety Visits and safeguarding duties.
Partnership working is crucial to supporting those most in need, sharing resources, knowledge and skills.
Partners are incrementally being added to the HFSV Application to strengthen referral pathways to receive a HFSV and onward refer for wider wellbeing support.

Result 69 - New models of response have been reviewed to address local community safety and wellbeing needs.

Owner: Service Delivery Area East and North Mainland

Life risk incidents have continued to decline and remain at very low levels. Partnership working and targeted interventions have supported community safety, while response models such as co-responding, multi-agency vulnerability arrangements and enhanced partnership interventions have been reviewed to better meet local wellbeing needs.
Improved partnership working, information sharing and coordinated interventions have strengthened prevention, safeguarding and response arrangements, helping to reduce risk and support vulnerable communities.
Focus will remain on embedding new response models, strengthening referral pathways and expanding joint prevention activity to tackle inequalities and address emerging risks. Progress will be monitored through performance reporting, partnership feedback and sustained low levels of life risk incidents.



P060

Sustained Improvement

Down is Good

Quarterly

Result 70 - Staff are ready to undertake new prevention activities that improve outcomes.

Owner: Prevention

The Resilience team delivered a number of awareness sessions to Flexi Duty Officers and station based personnel during the build up to the Commonwealth Games. This input gave personnel an awareness of the overall picture of the planning for the games and expectations for roles and responsibilities during the Games.
Feedback from previous major events has identified that workshops providing an overview of the National Event Operational Plan have been beneficial.
A debrief of the event is currently underway and feedback will help shape future planning.

Result 71 - New models of intervention have been reviewed to address local community safety and wellbeing needs.

Owner: Prevention

In February 2025, a revised Home Fire Safety Visit (HFSV) policy and procedure was introduced alongside the rollout of the HFSV App, marking a significant shift in how prevention activity is delivered across SFRS. The revised model reflects SFRS's wider Prevention Strategy by placing a stronger emphasis on targeted, intelligence-led interventions. Visits are now prioritised for individuals at the greatest risk of fire, informed by fatal fire analysis and partner intelligence. The 2025/26 period has been one of transition, supported by extensive engagement with staff and partners to embed the new approach and strengthen referral pathways and data-sharing arrangements. During this period, SFRS staff carried out 20,422 HFSVs, reflecting the shift towards a more focused, outcomes-driven approach. While overall activity has moved towards fewer but more targeted visits, this model is designed to deliver greater impact in reducing fire risk, fatalities and harm, while also supporting wider community safety, wellbeing and resilience.
....

Result 72 - The service supports a culture of research and development of innovative (RDI) technolog, and working practices that improve public and firefighter safety.

Owner: Governance and Compliance

During Q1, SFRS progressed RDI activity across digital tools, operational technology, intelligence gathering, wildfire preparedness, partnerships and prevention. This shows innovation is being embedded across the Service to improve decision-making, preparedness, firefighter safety and community outcomes.
Progress has been driven by the need to modernise capability, respond to emerging risks and use technology and partner expertise effectively. Trials, user engagement and collaboration have shaped practical solutions and identified areas for further refinement.
SFRS will continue testing, evaluation and evidence gathering so effective RDI activity can be refined, scaled or embedded. Progress will be shown through trial outcomes, user feedback, governance decisions and adoption of tools or processes that improve safety.

P061	Innovation Pulse Survey Score	THIS ANNUAL KPI IS SCHEDULED TO BE REPORTED THE Q4 REPORT

Result 73 - We have governance structures that support investment in RDI.

Owner: Governance and Compliance

During Q1, SFRS developed governance supporting evidence-led RDI investment, including the draft Capability Strategy, air support Memorandums of Understanding and Unmanned Aircraft Systems compliance work. Governance has also been evident throughout procurement, trials, user testing, evaluation and partnership working.
Ensuring effective RDI governance is driven by the need for investment to be safe, proportionate, compliant and aligned to operational risk and service priorities. Engagement with leaders, experts, partners and users has clarified ownership, assurance routes and decision-making requirements.
SFRS will continue to ensure focus on strong governance from trial and development through to approval and implementation. Effectiveness will be shown through clearer approval routes, completed evaluations, agreed Memorandums of Understanding, implementation decisions and adoption of successful RDI activity that improves public and firefighter safety.

P062	Financial Investment in RDI	THESE ANNUAL KPIs ARE SCHEDULED TO BE REPORTED THE Q4 REPORT
P063	Innovations Governed	
P064	Research Bids Considered	

Result 74 - We invest in RDI to improve public and firefighter safety.

Owner: Governance and Compliance

During Q1, SFRS invested time, expertise and resources in RDI, including technology development, operational trials, training, digital systems, partnerships and new working practices. This supports safer service delivery, operational resilience and future capability.
Investment is driven by the need to modernise systems, strengthen operational capability, improve prevention outcomes and respond to emerging risks. Evidence includes procurement activity, training, trials, guidance, partnerships and user engagement, with benefits expected to become clearer after evaluation.
SFRS will evaluate current RDI investment and use evidence to inform rollout, scaling or further development. Impact will be shown through trial findings, implementation milestones, user feedback, approvals, improved processes and capability gains that reduce risk.

P065	Financial Investment in Safety Related RDI	THIS ANNUAL KPI IS SCHEDULED TO BE REPORTED THE Q4 REPORT

Result 75 - A refurbishment and renewal programme delivers safe and compliant buildings; with a contaminant control process in place and facilities that reflect the needs of a diverse workforce.

Owner: Asset Management

Many stations do not have welfare facilities which meet the needs of a diverse workforce. Underfunding in resource budgets results in repairs and maintenance being restricted by period 9 to emergency repairs for health and safety. wind and watertight situations. Capital funding is below that required to address the investment backlog across the property estate.
The RBCIP will prioritise capital projects to make best use of available funding. Prioritisation will be enabled by use of condition, suitability, GRA108 data and Strategic Cover identification to target areas of most need.
A five year capital programme has been set with projects set to either replace or remediate stations affected by RAAC roofing aligning to the results of service delivery review. A series of welfare solution projects is under consideration to improve facilities at on call stations. Further work through the creation of local asset management plans will take a deep dive into rural and remote locations.

P066	% Designated Workplaces with Practical Dignified Facility Arrangements in place	THIS ANNUAL KPI IS SCHEDULED TO BE REPORTED THE Q4 REPORT

Result 76 - Any exposure risk to contaminants is assessed and tracked.

Owner: Safety and Assurance

The organisation continues to strengthen arrangements for identifying, assessing and monitoring contaminant exposure from operational and workplace activities. Processes support recording potential exposure, follow-up and oversight of risks. This provides greater assurance that exposure risks are recognised, managed consistently and used to inform health protection measures and reduce the likelihood of long-term harm.
Progress reflects increased awareness of contaminant risks, clearer processes, training, guidance and leadership commitment. Previous actions have improved the organisation's ability to record and monitor exposure information. However, challenges remain in achieving consistent reporting, recording and follow-up, and further investigation may be needed where gaps or barriers are identified.
The priority is to ensure potential exposures are assessed, recorded and monitored consistently. Further work will reinforce reporting, support managers and staff, and use exposure information to identify trends and improvements. Success will be demonstrated through stronger assurance, completed follow-up actions and improved health protection arrangements.

Innovation and Investment



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

Result 77 - The risk of firefighter exposure to contaminants is identified and reduced.

Owner: Safety and Assurance

Contaminant control remains key to reducing firefighters' exposure to harmful substances during operational activities. Premises compliance provides assurance that facilities, equipment and arrangements supporting contaminant control are in place and maintained. This helps embed good practice across the estate, reducing exposure risks and supporting firefighter health and wellbeing.
Progress reflects investment in contaminant control measures, increased awareness, improved facilities and regular monitoring. Areas of non-compliance are often linked to building limitations, estate priorities, equipment availability or improvement timescales. Previous actions have strengthened arrangements, although further assessment is needed where compliance gaps remain.
The priority is to address remaining premises that do not meet contaminant control requirements by removing barriers and improving facilities. Improvement activity will focus on higher-risk areas, supported by ongoing monitoring. Success will be demonstrated through improved compliance, positive assurance findings and greater confidence that firefighters can effectively manage contaminant risks.

P067	% Premises Compliant with Contaminant Control as per SOP
P068	% Premises with Decontamination Arrangements or Facilities

THESE ANNUAL KPIs ARE SCHEDULED TO BE REPORTED THE Q4 REPORT

Result 78 - Our asset replacement programme is in line with industry standards.

Owner: Asset Management

Work has progressed on the procurement of the next generation Self Contained Breathing Apparatus (SCBA), which will incorporate integrated telemetry capabilities. This technology will provide enhanced real-time monitoring of firefighter status and location information, supporting improved incident command awareness and firefighter safety.
Fleet assets are monitored utilising recommended age for replacement as determined by NFCC Transport Managers. Under investment prior to creation of the SFRS resulted in a significant backlog across the fleet. This is exacerbated by the inflationary effect upon vehicle purchase price together with the requirement to meet carbon reduction targets with purchase of higher cost ULEV vehicles against a limited capital budget.
A review of future replacement is underway with planned engagement to ensure that replacement is not always on a like for like basis with operational risk and demand dictating the appropriate vehicle type. This could reduce the cost of certain replacement vehicles purchase price and running costs.

P069	% Light Fleet Less than 7 Years Old
P070	% Medium & Heavy Fleet Less than 15 Years Old

THESE ANNUAL KPIs ARE SCHEDULED TO BE REPORTED THE Q4 REPORT

Result 79 - Development of digital tools and services meet modern accessibility standards.

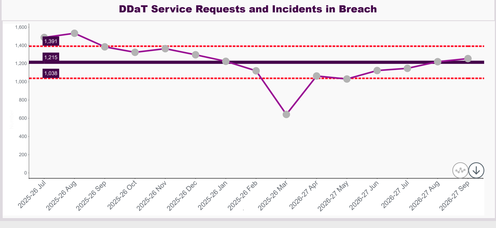
Owner: Digital, Data and Technology

This is embedded within our system design processes.
Any internal systems being designed and developed by DDaT will have full consideration for accessibility features.
This is now embedded within internal processes.

Result 80 - Digital solutions are designed in a financially sustainable and maintainable way.

Owner: Digital, Data and Technology

This KPI has risen but only very slightly for Q2, it is still below average.
Some work aligned to the decommissioning of Saughton Data Centre, caused some challenges with users accessing some systems. The Saughton Data Centre project is due to be completed by October 26.
It is hoped that this KPI will return to decreasing once the Saughton project has been completed.



P071
Sustained Improvement
Down is Good
Quarterly

Result 81 - There is improved availability and reliability of DDaT services.

Owner: Digital, Data and Technology

Recruitment within DDaT in last 12 months has been extremely positive with a high number of internal staff being promoted and a significant number of external appointments. The function now sits at around 97% capacity. We had zero resignations in Q2.
The flexible recruitment processes we used have had a direct positive impact.
Priority has now turned to retention of resources.

Result 82 - Our DDaT capabilities enhance our working practice and improve decision-making.

Owner: Governance and Compliance

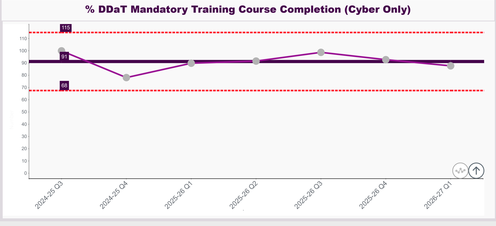
This result covers the broad benefits our strategy for digital, data and technology should deliver: stronger resilience, greater efficiency, better insight and better value.

SFRS recognises that additional specialist skills will be required to to deliver DDaT. A business case to support the delivery our DDaT strategy is currently being considered by SLT.

Result 83 - Our people's digital skills and literacy allow them to use tools effectively.

Owner: Governance and Compliance

The Service recognises that data literacy and access to data varies greatly across the Service. An external review and two internal assessments all found development needs and these are addressed within the DDaT Strategy.
The DDaT Strategy has a specific focus on improving data literacy with an intention to develop a data literacy programme for SFRS staff.
A business case to support the delivery our DDaT strategy is currently being considered by SLT. Alongside this, work is ongoing to look at good practice in the developoment of data litercy programmes.



P072
Not Enough Evidence
Up is Good
Quarterly

Result 84 - Support the reduction of the number of processes that are not digitally enabled and/or automated.

Owner: Digital, Data and Technology

Recruitment within DDaT in last 12 months has been extremely positive with a high number of internal staff being promoted and a significant number of external appointments. The function now sits at around 97% capacity. We had zero resignations in Q2.
The flexible recruitment processes we used have had a direct positive impact.
Priority has now turned to retention of resources.

Result 85 - Our data quality is proportionate to our business needs.

Owner: Governance and Compliance

Data quality across the Service is uneven. As an example, we believe operational data recorded by frontline staff is adequate, but cannot confirm this because SFRS BI cannot directly access the original data source in Operations Control. This will improve with the full roll out of NMS. Responsibility for other systems and data sits in different places.

Work has started on updating the data asset register and assignment of data owners as a direct means to improve this. Success would be named owners for our critical data, a completed register of systems and data, and published policies setting out how we manage it.

Result 86 - Non-operational functions are efficient, effective, have productive business processes and demonstrate best value.

Owner: Governance and Compliance

The Service Management Framework for SFRS has been created. The accompanying Service Catalogue has been launched on iHub with the majority of functions within Corporate Services having their services defined.
This was delivered through the Corporate Services Review Programme, utilising a cross functional team.
Additional functions are developing definitions of their services. Activity is being planned to fully embed the service management approach and add detail to the service definitions.

Help

SCOTTISH FIRE AND RESCUE SERVICE

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Agenda item 11

Appendix B - Detail of interpretations and decisions relating to the approved list of KPIs:

B.1	Transfer of responsibility of innovation to strategy and change has been agreed, this means strategic results 68-86 will be considered for transfer to the strategy and change function for future strategic reporting.
B.2	**SLT should be aware of following interpretations and decisions relating to the approved list of KPIs:**
B.3	KPI 1 (9,10,11,12,23) – Time Spent on Community Safety Work; this is an integration of time data from the HFSV application and CSE Activities applications. This methodology is provisional pending further data quality analysis and engagement with CSE colleagues.
B.4	KPI 7 (8,52,59) - % Business Continuity Plans Current and Tested – it has not been possible to backdate this due as the data is tracked on a live basis. The currency of Business Continuity Plans is determined by the scheduled revision date. A clear definition of sufficiency of testing requirements is yet to be determined for this KPI.
B.5	KPI 13 and KPI 14 are the equally weighted average of percentage completeness of underlying modules for formal and TFOC training respectively. This means the maximum possible value is 100% for both, which requires all underlying modules to be 100% complete for all in-scope staff. The requirements to keep all appliances on the run is much lower.
B.6	KPI 20 % On Call 1st Appliance Availability – this has been produced by manual means and should therefore be considered approximate for recent quarters. A robust data pipeline is dependent on cloud engineering and BI development work which is ongoing.
B.7	P024 - Time Spent Training for Watch Based Personnel – it has not been possible to report this as there is no current data capture in place for time spent training by watch-based personnel.
B.8	KPI 28 ‘DaTS - Process Automations Requested’ has been rephrased for clarity as ‘Digital Solutions Requested’ which is defined as the number of new requests recorded by the solutions team in their project management tool (Wrike).
B.9	KPI 31 ‘Audit Action Plan Overdue Actions’ has been rephrased for clarity as ‘Organisational Learning Group Overdue Actions (over 6 months)’.
B.10	KPI 36 ‘% Operational Employees Booked for H&W Screening’ has been rephrased for clarity as ‘Health & Wellbeing Assessment Compliance’ which is the number of staff who are current with their H&W screening out of all in-scope staff, this is more meaningful and better supported by the underlying data and business process. This will be backdated further for next quarter as H&S identify which staff were out of scope in previous quarters.
B.11	KPI 37 ‘Rivers Centre Usage’ has been rephrased for clarity as ‘New Referrals to the Post Incident Support Provider’.
B.12	KPI 47 ‘% of Portfolio Projects with Benefits Realisation Plan at Closure’ has been rephrased for clarity as ‘% of Approved Portfolio Projects with a Benefits Realisation Plan’.
B.13	KPI 53 ‘% Boards and Committees with a Spotlight Risk’ can only be reported for committees this quarter, board spotlights will be incorporated from next quarter as it will take time to review the papers for previous executive boards.

B.14	KPI 71 ‘Systems Backlog + Problems Remaining Open’ has been rephrased for clarity as ‘DaTS Service Requests and Incidents in Breach’. This provides the most complete view of backlogged items which are not projects or workplan actions.

Appendix C – Performance Narrative:

C.1	Service performance in Quarter 1 is broadly stable with a mixed picture across the indicator set. Of the 37 unique indicators reported quarterly, 13 do not yet hold sufficient data to classify, seven show common-cause variation and are classified Stable, and 17 show a direction of travel: four Sustained Improvement, eight improving, four Weakening and one Persistent Weakening. Two indicators show 'exceptional variation' one improving, one worsening.
C.2	Delivery narratives evidence substantial activity across all five strategic outcomes, with preparation for and delivery of the Commonwealth Games, the DDaT Strategy business case, and the On-Call Target Operating Model prominent in the quarter.
C.3	Data Breaches (P058) recorded 11 in the quarter against a process average of 4.6 and an upper process limit of 8. This is the second point above the upper limit in three quarters and represents special-cause deterioration. It is the most material adverse signal in the report. The Result 62 narrative attributes the increase to human error and separately notes a reduction in personnel completing the GDPR and information security e-learning package.16
C.4	Cyber security training completion (P049) has fallen below its process average to approximately 87.5%, and simulated phishing attack failures (P050) have risen from approximately 48 to 243. Individually each remains within its process limits; together they present a consistent information-security picture that is not drawn together in any single performance statement because the indicators sit under different strategic results and owners.
C.5	Operational availability remains under sustained pressure and is the clearest area of adverse performance in the quarter. On Call 1st Appliance Availability (P020) stands at 72.4% against a process average of 77%, within process limits of 68% to 87%, and is classified as Persistent Weakening. Wholetime Availability (P021) stands at ~95.4% against a process average of 97.1%, within process limits of 94.9% to 99.3%, and is classified as Weakening, having sat below its process average continuously since 2023-24 Quarter 3. The Result 24 narrative is consistent with this position, citing reduced wholetime establishment levels, On-Call recruitment and retention challenges, reduced daytime availability, high levels of operational activity and revised On-Call contract arrangements. Some wholetime appliances are regularly withdrawn and On-Call shortages continue to affect operational resilience.
C.6	Organisational Learning Group actions overdue by more than six months (P031) have increased at each of the four readings taken to date, from 32 to 95, and the most recent reading sits above the process average of 70. The measure is classified as Not Enough Evidence, as four data points are insufficient to confirm a statistically significant trend against process limits of 14 to 126. The direction of travel is nonetheless worth noting, particularly as it sits alongside a Result 33 narrative reporting that learning is being translated into practical improvement. The position should be reassessed once further readings are available.
C.7	Health & Wellbeing Assessment Compliance (P036) reached 97.1%, having increased at each of seven consecutive quarters from 71.0%. The measure sits close to its upper process limit of 98.2% against a process average of 86.6% and is classified as Improving. The indicator was redefined this quarter, as set out in Appendix B below and will be backdated further next quarter once Health and Safety confirm which staff were out of scope in earlier periods.

C.8	Hospitalised Casualties, non-interagency (P004) recorded 333 in the quarter and is classified as Stable. The measure shows a step change in the underlying process at 2021-22 Quarter 2, where the process average moved from approximately 500 to 387 and the process limits narrowed to 267 to 507. Performance since that point has been consistent, with the current quarter towards the lower end of the expected range but not statistically significant.
C.9	Compliance with statutory timeframes for Environmental Information Regulations requests (P054) recovered to 94% against a process average of 76%, following closure of the Scottish Information Commissioner Level 2 Intervention.
C.10	The Absence Rate (P035) stands at ~4.6% against a process average of 4.5%, within process limits of 3.4% to 5.6%, and is classified as Stable. The measure has shown consistent common-cause variation since 2022-23, having reduced from a peak of 6.6% in 2021-22 Quarter 4.
C.11	Training Module Completion Rate (TfOC, P014) stands at ~92.9% against a process average of 80.8% and is classified as Sustained Improvement, having run above its upper process limit of 86.3% since 2023-24 Quarter 4. Training - Formal Qualification Currency Rate (P013 and P022) stands at ~80.8% against a process average of 78.5%, within process limits of 72.0% to 84.9%, and is classified as Not Enough Evidence with six data points available.
C.12	The Result 17 narrative reports a decline in both measures during Quarter 1. This is accurate for Formal Qualification Currency, which reduced from ~84%, but not for TfOC, which increased from ~92.2% in the previous quarter. The narrative is being corrected with the Training Function and the correction should be confirmed before the report progresses to the People Committee.
C.13	Data capture remains unavailable for P024 Time Spent Training for Watch Based Personnel.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/BS/01-26

Agenda Item: 12

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**29 OCTOBER 2026**							
Report Title:	**BOARD MEMBER APPOINTMENTS AND REVIEW OF COMMITTEE STRUCTURE**							
Report Classification:	**For Decision**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	Following the successful appointment of five new Board Members this paper is presented to inform the Scottish Fire and Rescue Service (SFRS) Board. This also captures the most recent key outcomes following a review of the Committee Structure and for this to be approved.
2	**Background**
2.1	The previous review of the Committee Structure took place and was tabled at the Board meeting in April 2026. This gave assurances to the Board by ensuring the continued alignment with the Scottish Government Framework document and SFRS Strategy 2025-28, while further strengthening the links with the governance structures of the Strategic Leadership Team (SLT).
3	**Main Report/Detail**
3.1	Following a successful public appointments process, five new members will join the SFRS Board on 24 October 2026. In addition, existing Board Member Malcolm Payton's term has been extended until 24 October 2027
3.2	As a result of these new appointments and recent Board Member retirals/resignation, a review of the Committee Structure was necessary to ensure the continued effectiveness of the Board and to align the skills and experience of new Members to further expand the diversity within the Board and its Committees.
3.3	Therefore, as a result of Board Members Brian Baverstock, Tim Wright and Paul Stollard retiring/resigning from the Board on 23 October 2026 a review of the Committee membership was concluded and the following proposed changes are detailed in Appendix A, with changes highlighted in yellow for ease of reference. Therefore, unless indicated and once approved, this will formally take effect from 24 October 2026.
4	**Recommendation**
4.1	It is recommended that the Board approve these proposals, subject to any amendments, in order to assist towards ensuring the continued effectiveness of the governance arrangements of the SFRS Board and its Committees.

5	Key Strategic Implications
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** The implementation of the proposed arrangements in this report is intended to maintain our effective governance arrangements. Committee memberships have been realigned to ensure a balance of skills and experience and aligns with the Service's Cautious risk appetite for internal governance.
5.2 5.2.1	**Financial** There are no key strategic financial implications arising from the recommendations set out in this paper as this Committee Structure continues to demonstrate best value.
5.3 5.3.1	**Environmental & Sustainability** There are no key strategic environmental and sustainability implications arising from the recommendations set out in this paper.
5.4 5.4.1	**Workforce** There are no key strategic workforce implications arising from the recommendations set out in this paper.
5.5 5.5.1	**Health & Safety** There are no key strategic health and safety implications arising from the recommendations set out in this paper.
5.6 5.6.1	**Training** New Board members will have a comprehensive Induction into their new role, followed with a development plan.
5.7 5.7.1	**Timing** To coincide with the retiral of four Board members through June/July 2021.
5.8 5.8.1	**Performance** This review ensures effectiveness of all Committees of the Board and its ability to hold the Executive to account.
5.9 5.9.1	**Communications & Engagement** The Committee structure has been reviewed in consultation with the Chair of the Board together with feedback from Board Members. The proposals are therefore presented within this report for approval, subject to any amendments.
5.10 5.10.1	**Legal** The recommendations contained within this report are intended to assist the Committees and ultimately the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively.
5.11 5.11.1	**Information Governance** *DPIA completed No. If not applicable state reasons. Not required.*
5.12 5.12.1	**Equalities** *EIA completed Yes. If not applicable state reasons.* The existing Equality Impact Assessment – Board Operating Arrangements, has been reviewed and there are no issues arising from the matters raised within this report.
5.13 5.13.1	**Service Delivery** There are no key strategic service delivery implications arising from the recommendations set out in this paper.

5.14 5.14	**Prevention** There are no key strategic prevention implications arising from the recommendations set out in this paper.	
6	**Core Brief**	
6.1	Following the successful appointment of five new SFRS Boards Members the proposals outlined in the revised Committee Structure are 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 2022 together with the expectations of Scotland's communities. This review will also ensure the continued effectiveness of the Board by aligning the skills and experience the new Members bring to further expand the diversity within the Board and its Committees.	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Mark McAteer, Director of Governance, Strategy and Change
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	This report is presented with reasonable assurance acknowledging the scale of change within the Board and Committees. This will remain under review and will be revisited at the annual governance review in Q4 26/27.
7	**Appendices/Further Reading**	
7.1	Appendix A – Revised Committee Structure Matrix (revisions marked in yellow)	

Prepared by:	Chris Casey, Group Commander, Board Support Team
Sponsored by:	Mhairi Wylie, Chair of the SFRS Board
Presented by:	Mark McAteer, Director of Governance, Strategy and Change

Links to Strategy and Corporate Values

SFRS Strategy 25-28
Improving Performance
Outcome: Our organisational performance, productivity and resilience continually improves.

Governance Route for Report	**Meeting Date**	**Report Classification**	***Meeting Approvals/ Outcomes***
SFRS Board	*29/10/2026*	*For Decision*	

APPENDIX A

COMMITTEE STRUCTURE MATRIX

(Effective: 24 October 2026)

Audit and Risk Assurance Committee	People Committee	Remuneration, Appointments & Nominations Sub Committee	Strategic Planning and Change Committee	Service Delivery Committee	Integrated Governance Forum
Donall Curtin (Chair)	**Madeline Smith (Chair & EPF Chair)**	**Mhairi Wylie (Chair)**	**Therese O'Donnell (Chair)**	**Angiolina Foster (Chair)**	**Mhairi Wylie (Chair)**
Malcolm Payton (Deputy Chair)	Andrew Smith (Deputy Chair)	Angiolina Foster (Deputy Chair)	Julie Wardhaugh (Deputy Chair)	Kirsten Urquhart (Deputy Chair)	Angiolina Foster (Deputy Chair)
Julie Wardhaugh	Neil Mapes	Madeline Smith	Angiolina Foster	Madeline Smith	Therese O'Donnell
Therese O'Donnell	Kirsten Urquhart	Andrew Smith	Derek Rose	Andrew Smith	Madeline Smith
Derek Rose	Frank Reilly	Stuart Ballingall	Stuart Ballingall	Neil Mapes	**Donall Curtin**
Stuart Ballingall			Malcolm Payton		
	Mhairi Wylie (Ex officio)		**Mhairi Wylie** (Ex officio)	**Mhairi Wylie** (Ex officio)	

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/BS/02-26

Agenda Item: 13

Report to:	**THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**29 OCTOBER 2026**							
Report Title:	**BOARD FORWARD PLAN SCHEDULE 2027-28**							
Report Classification:	**For Decision**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to present a proposed schedule of Board and Committee related meeting dates and Board Forward Plan covering the period up to March 2028. This has been provided in as timely a manner as possible to allow Board Members to plan their forward schedules and enable the Strategic Leadership Team (SLT) and Corporate Boards/Groups to schedule their meetings in order to service the Board and its Committees.
2	**Background**
2.1	To support the business needs and time commitments of the Board, forward plans have been devised to outline the proposed frequency and pattern of meetings for the Scottish Fire and Rescue Service (SFRS) Board and its Committees. The cycle of meeting dates has been selected to ensure, as far as practicable, that they align with the outputs of the Service's annual planning cycle (eg Annual Operating Plan), including performance monitoring and reporting periods, annual budget setting and the preparation of the annual report and accounts.
2.2	The forward plans and arrangements for regular reviewing of these are intended to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.
3	**Main Report/Detail**
3.1	The proposed schedule of meetings (Appendix A) and Board Forward Plan 2027-28 (Appendix B) outline proposals until March 2028. This does not preclude the Board from considering any other strategic issues it wishes or to vary the forward plan to fulfil its functions and maintain a focus on strategy, performance and behaviour. The Board and Committee Forward Plans and Strategy/Information/Development Day programmes are reviewed monthly by the SLT to ensure the strategic needs of the Board, and the assurances they can be offered, continue to meet their expectations.
3.2	The use of virtual meeting technology has brought positive change, for example supporting attendance and productivity of Board/Committee meetings, limiting the need to travel, with its associated time and cost, and helping to contribute towards the reduction in carbon emissions. Therefore, the proposal for the 2027-28 schedule (Appendix A) will look to balance the number of 'in person' and virtual meetings and that by adopting this hybrid approach we can also provide our stakeholders with different options to attend our public meetings.

3.3	The Board Forward Plan (Appendix B) should be reviewed to ensure that the business being brought forward to the Board is strategic in nature and aligning with the Service's governance policies, procedures and priorities.
4	**Recommendation**
4.1	The Board are invited to approve the proposed schedule of meetings for the SFRS Board and its Committees and the Board Forward Plan 2027-28 along with the arrangements for reviewing these.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Register** The proposed schedule requires to be administered and managed effectively to enable the Board to perform its scrutiny role and deliver its statutory duties effectively.
5.2 5.2.1 5.2.2	**Financial** The Head of Governance and Compliance and Board Support Manager monitor financial implications arising from Board activities and liaise with Finance Business Partners to ensure appropriate budget considerations. Consideration has been given within the schedule for the provision of financial reporting to allow for effective scrutiny.
5.3 5.3.1	**Environmental & Sustainability** There are no environmental or sustainability implications arising from this report.
5.4 5.4.1	**Workforce** The review and publication of these documents will assist personnel when performing their role of directing, controlling and leading the SFRS in an effective and efficient manner.
5.5 5.5.1	**Health & Safety** There are no Health and Safety implications arising from this report.
5.6 5.6.1	**Health & Wellbeing** There are no Health and Wellbeing implications arising from this report.
5.7 5.7.1	**Training** Board Members are given the opportunity to access Workforce Pro, the SFRS online learning platform and also to attend training days, workshops and effectiveness /development/information days, together with anything else which supports them to develop in their role, in order to perform as effectively as possible.
5.8 5.8.1 5.8.2	**Timing** This report has been produced timeously to allow Board Members and the SLT to forward plan, taking both diary scheduling and SFRS business into account. The cycle of meeting dates contained within Appendix A has been devised to ensure, as far as practicable, that the timings align with the availability of information and statutory requirements.
5.9 5.9.1	**Performance** Consideration has been given within the schedule for the provision of performance reporting to allow for effective scrutiny.

5.10 5.10.1 5.10.2	**Communications & Engagement** Engagement has taken place with functions to ensure the schedule best meets the timeframes of when information will be available. The detail within this report has been developed by the Board Support Team in consultation with the Director of Governance, Strategy and Change and Head of Governance and Compliance and presented within this report to the Board for their consideration and approval, subject to any amendments. The dates of Board and Committee meetings will be published on the SFRS website.	
5.11 5.11.1 5.11.2 5.11.3 5.11.4	**Legal** The detail contained within this report is intended to assist the Board in its ability to perform its scrutiny role and therefore deliver its statutory duties effectively. The Fire (Scotland) Act 2005, Schedule 1A, paragraph 11, entitled Public Access requires the Scottish Fire and Rescue Service to ensure the following: "SFRS must ensure that its proceedings and those of its committees and sub-committees are held in public". SFRS has appropriate measures in place for members of the public to be able to join public meetings of the SFRS either 'in person' or via virtual technology. Access to minutes and papers of the scheduled public meetings will continue to be made available within our website, endeavouring to ensure complete transparency.	
5.12 5.12.1 5.12.2	**Information Governance** DPIA completed ~~Yes~~/No. If not applicable state reasons. *DPIA not applicable as no personal information is contained within this report.*	
5.13 5.13.1 5.13.2	**Equalities** EHRIA completed ~~Yes~~/No. If not applicable state reasons. *Covered by the SFRS Corporate Governance Arrangements 2025 EHRIA.*	
5.14 5.14.1	**Service Delivery** There are no Service Delivery implications arising from this report.	
5.15 5.15.1	**Prevention** There are no Prevention implications arising from this report.	
6	**Core Brief**	
6.1	The Director of Governance, Strategy and Change 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 2028. These set out the Board's programme of scrutiny and key decisions for 2027-28, while also considering the Public Bodies Information Update 257, which focuses on 'Public Body Boards – Online Meetings & A Green Recovery'. The proposal will look to balance the number of in person and virtual meetings, while continuing to ensure that the business being brought forward is strategic in nature and aligning with the Service's planning cycle, governance policies, procedures and priorities.	
7	**Assurance (Board/Committee Meetings ONLY)**	
7.1	**Director:**	Mark McAteer, Director of Governance, Strategy and Change
7.2	**Level of Assurance: (Mark as appropriate)**	**Substantial**/~~Reasonable/Limited/Insufficient~~
7.3	**Rationale:**	Arrangements for devising an appropriate schedule of meetings and forward plan for the SFRS Board and its Committees have been embedded in SFRS governance structures for several

		years and have proved effective. Feedback is sought and any perceived weaknesses or anomalies requiring updating are identified and strengthened as part of that process.
8	**Appendices/Further Reading**	
8.1 8.2	Appendix A – SFRS Board Meetings Schedule 2027-28 Appendix B – SFRS Draft Board Forward Plan 2027-28	

Prepared by:	Christopher Casey, Group Commander, Board Support Manager
Sponsored by:	Mark McAteer, Director of Governance, Strategy and Change
Presented by:	Mark McAteer, Director of Governance, Strategy and Change

Links to Strategy and Corporate Values

Scottish Fire and Rescue Service Strategy 2025-2028

Fire and Rescue Framework

Governance Route for Report	**Meeting Date**	**Report Classification**	***Meeting Approvals/ Outcomes***
SFRS Board	*29 October 2026*	*For Decision*	

Meeting Dates 2027/28

	Mar-27		Apr-27		May-27		Jun-27		Jul-27		Aug-27		Sep-27		Oct-27		Nov-27		Dec-27		Jan-28		Feb-28		Mar-28		
Monday																											Monday
Tuesday							1																1	SDC (AGW)			Tuesday
Wednesday							2						1						1				2		1		Wednesday
Thursday			1				3	SDC	1	Chairs (Inf)			2	ARAC (WS)					2	SDC			3	SPCC	2	SDC	Thursday
Friday			2				4		2				3		1				3				4		3		Friday
Saturday			3		1		5		3				4		2				4		1		5		4		Saturday
Sunday			4		2		6		4		1		5		3				5		2		6		5		Sunday
Monday	1		5		3		7		5		2		6		4		1		6		3		7	PC/RANSc (AG	6		Monday
Tuesday	2		6		4		8		6		3		7	SDC	5		2		7		4		8		7		Tuesday
Wednesday	3		7		5		9		7		4		8		6		3		8		5		9		8		Wednesday
Thursday	4	SDC	8	ARAC/IGF	6		10		8		5	SPCC	9		7	BO Session	4	SPCC	9	PC	6		10	Board (Prov)	9		Thursday
Friday	5		9		7		11		9		6		10		8		5		10		7		11		10		Friday
Saturday	6		10		8		12		10		7		11		9		6		11		8		12		11		Saturday
Sunday	7		11		9		13		11		8		12		10		7		12		9		13		12		Sunday
Monday	8		12		10		14		12		9		13		11		8		13		10		14		13		Monday
Tuesday	9		13		11		15		13		10		14		12		9		14		11	SPCC (AGW)	15		14		Tuesday
Wednesday	10		14		12		16		14		11		15		13		10		15		12		16		15		Wednesday
Thursday	11		15	BO Sess/SPC	13	SPCC	17	PC	15	ARAC/IGF	12		16	PC/RANSC	14	PC/RANSc (W	11		16	Board/RANSc	13		17	ARAC (AGW)	16	PC/RANSc	Thursday
Friday	12		16		14		18		16		13		17		15		12		17		14		18		17		Friday
Saturday	13		17		15		19		17		14		18		16		13		18		15		19		18		Saturday
Sunday	14		18		16		20		18		15		19		17		14		19		16		20		19		Sunday
Monday	15		19		17		21		19		16		20		18		15		20		17		21		20		Monday
Tuesday	16		20		18		22		20		17		21		19	ARAC/IGF	16		21		18	Chair (Inf)	22		21		Tuesday
Wednesday	17		21		19		23		21		18		22		20		17		22		19		23		22		Wednesday
Thursday	18	PC/RANSC	22		20		24	Board/RANSc	22		19	SDC (WS)	23		21		18		23		20	ARAC/IGF	24	SD	23		Thursday
Friday	19		23		21		25		23		20		24		22		19		24		21		25		24		Friday
Saturday	20		24		22		26		24		21		25		23		20		25		22		26		25		Saturday
Sunday	21		25		23		27		25		22		26		24		21		26		23		27		26		Sunday
Monday	22		26		24		28		26		23		27		25		22		27		24		28		27		Monday
Tuesday	23		27		25		29		27		24		28	SPCC (WS)	26		23		28		25		29		28	Cheapside	Tuesday
Wednesday	24		28		26		30		28		25	Kilbirnie St	29		27		24		29		26				29		Wednesday
Thursday	25	Cheapside/Boar	29	Board	27	SD			29	SD	26	Board	30	SD	28	Board**	25	SD	30		27	SD			30	Board*	Thursday
Friday	26		30		28				30		27				29		26		31		28				31		Friday
Saturday	27				29				31		28				30		27				29						Saturday
Sunday	28	Cheapside			30						29				31		28				30						Sunday
Monday	29				31						30						29				31						Monday
Tuesday	30										31						30										Tuesday
Wednesday	31																										Wednesday
Thursday																											Thursday
Friday																											Friday

Virtual meetings

* Physical meeting due to Budgets, ** Physical meeting due to Annual Accounts

Full Board Meeting (Board)	Public Meeting: 1000 hrs start	Service Delivery Committee (SDC)	Public Meeting: 1000 hrs start	Strategic Planning and Change Committee (SPCC)	Public Meeting: 1000 hrs start
Audit & Risk Assurance Committee (ARAC)	Public Meeting: 1000 hrs start	Remuneration, Appointments and Nominations Sub-Committee (RANSC)	Private Meeting: 1400 hrs start	Strategy/Development/ Information Day (SD)	Private Meeting: 1000 hrs start
Integrated Governance Forum (IGF)	Private meeting: 1400 hrs start	People Committee (PC)	Public Meeting: 1000 hrs start	Board/SLT Strategic Planning Day (SP Day)	Private Meeting

Other Events:

XXX (AGW) - Committee Annual Governance Workshop
XXX (WS) - Committee Mid Year Workshop (Provisional Dates)
BO Session - Board Only Session (Provisional Dates)
Dev Days - Board/SLT Development Days
Chairs (Inf) - Board/Cmt Chairs Informal Meeting
Cheapside Street Anniversary (28 March)
Kilbirnie Street Anniversary (25 August)

SFRS DRAFT BOARD FORWARD PLAN

APPENDIX B

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
29 April 2027	• Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting	**Standing/Regular Reports** • **New Business** •	**Standing/Regular Reports** • **New Business** •	**Standing/Regular Reports** • **New Business** •	**Standing/Regular Reports** • Annual Governance Review • Internal Audit Annual Audit Plan 2027/28 **New Business** • Performance Management Framework 2025-28 • Three Year Delivery Plan
24 June 2027	• Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports & RCG Approved Minutes • Risk Themes • Forward Plan • Date of Next Meeting	**Standing/Regular Reports** • Corporate Parenting Plan Annual Update • Local Fire and Rescue Plan Development Update **New Business** •	**Standing/Regular Reports** • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2026/27 Q4 • Arrangements and Outcomes of Annual Review – Effectiveness of Board • Three-Year Delivery Plan Progress update Q4 **New Business** •	**Standing/Regular Reports** • **New Business** •	**Standing/Regular Reports** • Debt Write Off 2025-26 **New Business** •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
26 August 2027	• Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports & RCG Approved Minutes • Risk Themes • Forward Plan • Date of Next Meeting	**Standing/Regular Reports** • ARAC Committee Annual Report to Board and Accountable Officer **New Business** •	**Standing/Regular Reports** • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2027/28 Q1 • Three Year Delivery Plan Progress update Q1 • Draft Safety and Assurance Annual Report 2026/27 • SFRS Board Annual Insurance Report - (Private) **New Business** •	**Standing/Regular Reports** • **New Business** •	**Standing/Regular Reports** • Annual Performance Review 2026/2027 **New Business** •
28 October 2027	• Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports & RCG Approved Minutes • Risk Themes • Forward Plan • Date of Next Meeting	**Standing/Regular Reports** • SFRS/Anthony Nolan Partnership Annual Report **New Business** •	**Standing/Regular Reports** • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Capital Budget Outturn Report 2026/27 • Resource Budget Outturn Report 2026/27 **New Business** •	**Standing/Regular Reports** • **New Business** •	**Standing/Regular Reports** • Board Forward Plan Schedule 2028/29 • Draft Annual Report and Accounts 2026/27 (PRIVATE) • Annual Procurement Report 2026/27 **New Business** •

SFRS DRAFT BOARD FORWARD PLAN

BOARD MEETING	STANDING ITEM	FOR INFORMATION ONLY	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
16 December 2027	• Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports • Risk Themes • Forward Plan • Date of Next Meeting	**Standing/Regular Reports** • HS Policy and Policy Statement • **New Business** •	**Standing/Regular Reports** • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2027/28 Q2 • Three-Year Delivery Plan Progress update Q2 • Safety and Assurance Annual Report 2026/27 **New Business** •	**Standing/Regular Reports** • **New Business** •	**Standing/Regular Reports** • **New Business** •
30 March 2028	• Chair's Welcome • Apologies • Consideration of and Decision on any items to be taken in Private • Declaration of Interests • Minutes • Action Log • Decision Log • Chair's Report • Chief Officer's Report • Committee Reports & RCG Approved Minutes • Risk Themes • Forward Plan • Date of Next Meeting	**Standing/Regular Reports** • Annual Summary of Honours/Awards Received **New Business** •	**Standing/Regular Reports** • Resource Budget Monitoring Report • Capital Budget Monitoring Report • Quarterly Performance Report 2027/28 Q3 • Three-Year Delivery Plan Progress update Q3 **New Business** •	**Standing/Regular Reports** • **New Business** •	**Standing/Regular Reports** • Resource Budget 2028/29 • Capital Programme 2025-2028 **New Business** •

SCOTTISH FIRE AND RESCUE SERVICE

Scottish Fire and Rescue Service Board

Report No: B/FCS/07-26

Agenda Item: 14

Report to:	**THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**29 OCTOBER 2026**							
Report Title:	**ANNUAL PROCUREMENT REPORT 1 APRIL 2025 – 31 MARCH 2026**							
Report Classification:	**For Decision**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To seek approval of the Annual Procurement Report for the period 1 April 2025 to 31 March 2026, which the Scottish Fire and Rescue Service (SFRS) is required to prepare and publish in accordance with the requirements of the Procurement Reform (Scotland) Act 2014.
2	**Background**
2.1	The Procurement Reform (Scotland) Act 2014 is a key element of the legislative framework governing public procurement in Scotland. The Act aims to improve transparency, consistency and accountability in public procurement whilst promoting sustainable procurement practices and the delivery of wider economic, social and environmental benefits through the expenditure of public funds.
2.2	The Procurement Reform (Scotland) Act 2014 places a number of statutory procurement duties on Scottish public bodies, one of which requires contracting authorities with annual regulated procurement expenditure exceeding £5 million to publish an Annual Procurement Report for each financial year.
2.3	As a public sector contracting authority operating above this threshold, the SFRS is required to publish an Annual Procurement Report as soon as reasonably practicable following the end of each financial year. The report provides a summary of procurement activity undertaken during the reporting period and demonstrates compliance with legislative requirements and the Service's procurement governance framework.
2.4	The Annual Procurement Report must include prescribed information relating to: • Regulated procurements completed during the reporting period. • Compliance with applicable procurement requirements and governance arrangements. • Any actions required where procurements have not complied with those requirements. • Community benefits delivered through regulated procurements. • Steps taken to facilitate the involvement of supported businesses. • Regulated procurements expected to commence within the next two financial years.
2.5	Publication of the report ensures compliance with statutory obligations, supports transparency and accountability in the use of public funds and contributes to the wider

	national reporting of public procurement activity across Scotland.
3	**Main Report/Detail**
3.1	The Annual Procurement Report for the period 1 April 2025 – 31 March 2026 has been prepared in accordance with legislative reporting requirements and is attached at Appendix A.
3.2	The majority of procurement activity is undertaken by the Procurement Team and Property Services Team, with Directorates responsible for certain lower-value quotation exercises in accordance with the SFRS Procurement Governance Framework. This approach supports the efficient delivery of procurement activity whilst maintaining appropriate governance, control and compliance.
3.3	During the reporting period, the SFRS awarded 42 regulated procurements with an estimated value of £44.72 million. A further 89 non-regulated procurements, framework call-offs under £50,000, quotations and Non-Competitive Actions were awarded with a combined value of £7.48 million. Overall, procurement activity continued to support operational delivery, capital investment programmes and organisational priorities.
3.4	Procurement performance remained strong, with 95.68% (£94.46 million) of in-scope expenditure undertaken through contracted arrangements. In-scope expenditure refers to third-party spend that SFRS can directly influence through the planning, management and governance of its procurement activity. Non-contract spend represented 4.32% (£4.27 million) of total in-scope expenditure. Measures continue to progress to address approximately £1.5 million of remaining non-contract expenditure through improved contract coverage, contract compliance and procurement planning.
3.5	Collaborative procurement continues to play a significant role in delivering value for money. Eighty-four per cent of the estimated value of regulated procurements awarded utilised framework agreements, while 58% of total expenditure was undertaken through collaborative contracts and frameworks. The Scottish Government reported cashable savings of approximately £0.83 million through the use of its national framework agreements.
3.6	SFRS continued to play an active role in UK-wide collaborative procurement activity through the National Fire Chiefs Council (NFCC). During the reporting period, SFRS hosted national personal protective equipment (PPE) trials at the National Training Centre in Cambuslang involving approximately 18 UK Fire and Rescue Services. The findings from these trials helped inform the development of the new national PPE framework, ensuring frontline operational experience contributed directly to future procurement decisions.
3.7	During the reporting period, SFRS engaged with a diverse supply base comprising 792 suppliers across in-scope spend. Of these, 371 suppliers were based in Scotland and 459 were classified as SMEs. Expenditure with Scottish-based suppliers totalled £44.26 million, representing 44.63% of total in-scope third-party spend, while spend with SMEs amounted to £30.40 million, representing 30.66% of in-scope third-party spend. This demonstrates the continued contribution of SFRS procurement activity to supporting the Scottish economy, local businesses and wider Community Wealth Building objectives.
3.8	The SFRS continued to demonstrate strong supplier payment performance, paying 98% of invoices within 30 days and 83% within 10 days during the reporting period. This supports and reflects the Service's commitment to fair and responsible business practices.
3.9	SFRS continued to promote opportunities for supported businesses through its procurement activity and awarded a new contract through the Scottish Government

	Supported Business Dynamic Purchasing System during the reporting period. Total expenditure with supported businesses amounted to £65,418.
3.10	Innovation continued to be supported through collaboration with the Scottish Government's CivTech programme, with projects progressing in areas including firefighter situational awareness and contaminant exposure. These initiatives have the potential to enhance firefighter safety, support operational decision making and improve service outcomes.
3.11	Significant community benefits were delivered through major contracts and construction projects, including apprenticeships, local employment opportunities, SME engagement, environmental improvements, charitable support and educational initiatives. These are fully detailed in Appendix C of the Annual Procurement Report.
3.12	Procurement activity undertaken during the reporting period was subject to established SFRS procurement governance arrangements and was conducted in accordance with applicable legislative requirements. No successful legal challenges arose during the reporting period.
3.13	Procurement activity continued to support the Service's climate change and sustainability objectives during the reporting period. This included the use of Scope 3 carbon emissions analysis to provide greater visibility of supply chain emissions and identify opportunities for future carbon reduction. Procurement also supported wider organisational initiatives, including the continued decarbonisation of the fleet, the expansion of electric vehicle infrastructure and the delivery of sustainable procurement practices. In addition, major contracts and projects delivered a range of environmental benefits, including energy efficiency improvements, renewable energy initiatives, waste reduction and enhanced resource management, contributing to the Service's wider environmental and net zero ambitions.
3.14	Delivery of the programme of work for goods and services was achieved despite ongoing recruitment and resource challenges within the Procurement Team. Scotland Excel Flexible Procurement Service was utilised to provide additional support to assist in the delivery of the procurement workplan.
3.15	Overall, the Annual Procurement Report demonstrates that procurement continues to be a key enabler of service delivery across the SFRS, supporting operational requirements whilst delivering wider economic, social and environmental value. Strong contract compliance, collaborative procurement arrangements, investment in Scottish businesses and SMEs, delivery of community benefits, and progress against sustainability objectives highlight the positive contribution procurement makes to organisational performance, public value and the achievement of wider Service priorities.
4	**Recommendation**
4.1	The Board is asked to approve the Annual Procurement Report for the period 1 April 2025 to 31 March 2026, as attached at Appendix A.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** Risk - Failure to prepare and publish the Annual Procurement Report could result in non-compliance with the requirements of the Procurement Reform (Scotland) Act 2014 and associated statutory guidance.
5.1.2	Risk Appetite - Compliance – In relation to meeting its legal and regulatory obligations, SFRS adopts a minimal risk appetite. Preparation and publication of the Annual Procurement Report supports compliance with the requirements of the Procurement Reform (Scotland) Act 2014, demonstrates transparency and accountability in procurement

	activity, and provides assurance that procurement activity has been undertaken in accordance with established governance arrangements and legislative requirements.
5.2 5.2.1	**Financial** The Annual Procurement Report highlights the significant level of procurement activity undertaken during the reporting period. A total of 42 regulated procurements were awarded with an estimated contract value of £44.72 million (exclusive of VAT), together with 89 non-regulated procurements, framework call-offs, quotations and Non-Competitive Actions with an aggregate value of £7.48 million (exclusive of VAT). Procurement activity also contributed to the delivery of value for money through the extensive use of collaborative contracts and framework agreements, with the Scottish Government reporting cashable savings of approximately £0.83 million arising from SFRS utilisation of national frameworks.
5.3 5.3.1	**Environmental & Sustainability** Procurement activity continues to support the SFRS sustainability and climate change objectives through the application of sustainable procurement practices and the delivery of wider economic, social and environmental outcomes. The Annual Procurement Report demonstrates how procurement contributes to environmental sustainability, community benefits and responsible use of public resources in support of wider organisational priorities.
5.4 5.4.1	**Workforce** Resource constraints within the Procurement Team, as highlighted within the Annual Procurement Report, have persisted into the current financial year. These limitations continue to impact the team's capacity to progress areas such as the reduction of non-contract spend, contract management activity and wider procurement improvement initiatives. While the team has remained focused on the delivery of regulated procurements and the establishment of new and recurring contractual arrangements, ongoing resource pressures have the potential to impact the pace of improvement activity, procurement compliance and the achievement of best value. To support delivery of the procurement workplan and maintain key procurement timescales, additional specialist resource has been procured through Scotland Excel's Flexible Procurement Service where required.
5.5 5.5.1	**Health & Safety** The procurement activity undertaken by SFRS incorporates appropriate health and safety considerations within the procurement process to ensure relevant risks are identified and managed.
5.6 5.6.1	**Health & Wellbeing** Procurement activity has supported a range of workforce and community wellbeing initiatives through both contracted service delivery and community benefit commitments. Any specific health and wellbeing implications arising from procurement activity will be managed through normal Directorate management arrangements.
5.7 5.7.1	**Training** Training and guidance continue to be provided to support procurement capability across the Service and to help ensure procurement activity is undertaken in compliance with legislative requirements and established governance arrangements.
5.8 5.8.1	**Timing** The SFRS is required to publish its Annual Procurement Report in accordance with Scottish Procurement Policy Note (SPPN) 2/2025.
5.9 5.9.1	**Performance** The Annual Procurement Report demonstrates how procurement activity undertaken during the reporting period has supported the effective delivery of SFRS services whilst

	complying with applicable legislative requirements and procurement governance arrangements. The report also evidences the contribution procurement makes to organisational performance through value for money, contract compliance, collaborative procurement, community benefits and sustainability outcomes.	
5.10 5.10.1	**Communications & Engagement** Subject to approval, the Annual Procurement Report will be published on the SFRS website in accordance with statutory requirements. Publication of the report supports transparency and accountability in relation to SFRS procurement activity, with Scottish Ministers also being notified of the report's publication and online location.	
5.11 5.11.1	**Legal** Publication of the Annual Procurement Report is a statutory requirement of the Procurement Reform (Scotland) Act 2014 and supports compliance with the Service's legislative obligations relating to public procurement.	
5.12 5.12.1	**Information Governance** DPIA completed: No. DPIA's will be completed if required for any of the individual projects.	
5.13 5.13.1	**Equalities** EHRIA completed No. EHRIA's will be completed if required for any of the individual projects.	
5.14 5.14.1	**Service Delivery** Procurement activity supports the effective delivery of SFRS services through the provision of goods, services and works required to maintain operational capability, infrastructure and organisational resilience.	
5.15 5.15.1	**Prevention** Procurement activity supports Prevention objectives through the provision of equipment, technology and services that contribute to community safety, fire prevention and public protection activities across Scotland.	
6	**Core Brief**	
6.1	The Director of Finance, Digital and Infrastructure presented the Annual Procurement Report for the period 1 April 2025 to 31 March 2026. The report has been prepared in accordance with the requirements of the Procurement Reform (Scotland) Act 2014 and was presented for approval.	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	James Wallace
7.2	**Level of Assurance: (Mark as appropriate)**	**Reasonable**
7.3	**Rationale:**	The Annual Procurement Report has been prepared in accordance with the requirements of the Procurement Reform (Scotland) Act 2014 and is based on procurement, expenditure and performance information for the reporting period 1 April 2025 to 31 March 2026. The report provides assurance regarding compliance with statutory procurement reporting requirements and demonstrates that procurement activity was undertaken in accordance with established governance arrangements, legislative requirements and recognised good practice.

8	Appendices/Further Reading
8.1	Appendix A: Annual Procurement Report for the period 1 April 2025 – 31 March 2026

Prepared by:	Stephen McDonagh, Procurement Manager
Sponsored by:	James Wallace, Director of Finance, Digital and Infrastructure
Presented by:	James Wallace, Director of Finance, Digital and Infrastructure

Links to Strategy and Corporate Values

Procurement activity is a critical enabler of the SFRS Strategy 2025-2028, supporting delivery across the Service's strategic objectives. Through the procurement of goods, services and works, SFRS secures the resources, facilities, fleet, equipment and technology required to deliver effective services, support organisational resilience and achieve value for money. Procurement activity also reflects the Service's corporate values through the application of transparent, accountable and collaborative practices, while supporting innovation, sustainability and continuous improvement. Through effective governance, strategic planning and commercial best practice, procurement contributes to the delivery of a sustainable, modern and technologically advanced fire and rescue service for Scotland.

Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/Outcomes
SLT	*21 October 2026*	*For Recommendation*	
SMB	*27 October 2026*	*For Information*	
SFRS Board	*29 October 2026*	*For Decision*	

Agenda item 14

APPENDIX A

SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland

ANNUAL PROCUREMENT REPORT FOR THE PERIOD 1st APRIL 2025 – 31ST MARCH 2026

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Appendix Cv: Kilmarnock Fire Station

Section 1: Introduction

1.1 The Scottish Fire and Rescue Service (SFRS) is the world's fourth largest fire and rescue service, committed to supporting the safety and wellbeing of the people of Scotland. We are a national organisation delivering front-line services locally across three Service Delivery Areas based in the North, West, and East of the country.

1.2 The current strategic priorities for the Scottish Fire and Rescue Service (SFRS) are set out within the Fire and Rescue Framework for Scotland 2022 and the SFRS Strategy 2025-2028.

1.3 In delivering our services we recognise the significant role we play in helping to achieve the Scottish Government's Purpose, which is to focus government and public services on creating a more successful country with opportunities for all of Scotland to flourish through increasing sustainable wellbeing and inclusive economic growth.

1.4 Procurement activity supports the delivery of the strategic priorities set out within the Fire and Rescue Framework for Scotland and the outcomes contained within the SFRS Strategy 2025-2028. Through the procurement of goods, services and works, SFRS secures the resources, facilities, technology and support services required to maintain a safe, effective, sustainable and modern fire and rescue service for the people of Scotland.

1.5 In accordance with sections 15 and 18 of the Procurement Reform (Scotland) Act 2014 ("the Act"), the SFRS publishes an Annual Procurement Report.

1.6 The Annual Procurement Report provides an overview of the authority's procurement activity during the reporting period and highlights how procurement activity contributes to the delivery of organisational priorities and wider outcomes.

1.7 The Procurement Team supports the acquisition of goods and services required for the effective delivery of SFRS functions across Scotland and has delivered a substantial programme of procurement activity during the reporting period. The Property Services Team undertakes a similar role in relation to works procurements. This Report covers the period from 1st April 2025 to 31st March 2026 and provides details of both the regulated and non-regulated procurements completed during that

period, highlighting how procurement activity supported SFRS priorities and contributed to the achievement of wider national outcomes.

1.8 The successful delivery of procurement outcomes depends upon effective collaboration across SFRS. The commitment and contribution of colleagues throughout the Service have helped ensure that procurement activity continues to support the delivery of services and organisational priorities, as highlighted throughout this Report.

1.9 This report covers six main areas. The first five relate to mandatory reporting requirements, while the sixth provides additional information on procurement activity:

i. Summary of Regulated Procurement Completed
ii. Review of Regulated Procurement Compliance
iii. Community Benefits Summary
iv. Supported Business Summary
v. Future Regulated Procurement
vi. Spend Analysis

Lynne McGeough

Head of Finance and Procurement

Section 2: Summary of Regulated Procurement

2.1 Section 18(2)(a) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”.

2.2 A regulated procurement as defined by the Act is any procurement for supplies or services with a value of £50,000 or greater and for works contracts with a value of £2million or greater.

2.3 For the purposes of this report, the summary below focuses on regulated procurements resulting in the award of a contract or framework agreement during the reporting period.

2.4 The SFRS maintains and publishes on its external website a register of contracts awarded. The Register provides information on current live contracts and is updated quarterly.

2.5 Wherever possible, the SFRS has sought to make use of national, sectoral, and local collaborative contracts and frameworks. Collaboration opportunities with other public bodies can offer efficiencies and are included in the regulated and non-regulated contracts awarded. In addition to leveraging the value of aggregated spend to assist in the delivery of savings, the burden of risk with respect to contract and supplier management can be centralised. The key areas of collaboration are reflected in the use of frameworks which have been established by the Scottish Government, Government Commercial Agency (formerly Crown Commercial Services), National Fire Chiefs Council (NFCC) and Centres of Expertise such as Scotland Excel, Yorkshire Purchasing Organisation, and others.

2.6 Within the reporting period, the Procurement Team undertook regulated procurement for goods and services across the following categories of spend:

i. Fleet

ii. Personal Protective Equipment / Operational Equipment

iii. Property and Facilities

iv. DDaT

v. Corporate*

* This category of spend is addressed on a Directorate basis, split across all Category Teams.

2.7 Regulated procurements for works contracts were undertaken and awarded by the Property Services Team during the reporting period.

2.8 The table below summarises the regulated procurements awarded by the Scottish Fire and Rescue Service in the period 1st April 2025 – 31st March 2026. These include contracts for goods, services and works.

Number of Regulated Procurements Awarded in the reporting period	**42**
Total Estimated Value of Awarded Regulated Procurements (excl VAT)	**£44,725,528**

2.9 Details of these regulated procurements can be found in Appendix Ai.

2.10 In the reporting period, 89 contracts were awarded which are classified as either non-regulated procurement (contracts which have a value less than the £50,000 for goods and services or £2,000,000 for works) or call-offs for goods and services from Frameworks with a value below £50,000 amongst others. The aggregated value of such contracts was £7,482,421 excluding VAT. Details of these procurements are detailed in Appendix Aii. This information has been provided to provide transparency of this area of expenditure.

Section 3: Review of Regulated Procurement Compliance

3.1 Overview of Regulated Procurement Compliance

3.1.1 Section 17 of the Procurement Reform (Scotland) Act 2014 requires that regulated procurements be conducted in accordance with the organisation's procurement strategy, so as far as reasonably practicable.

3.1.2 Section 18(2) states that an annual procurement report must include, at 18(2)(b), "a review of whether those procurements complied with the authority's procurement strategy" and, at 18(2)(c), "to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply".

3.1.3 The Corporate Procurement Strategy sets out the key principles that underpin procurement activity across SFRS. Procurement activity is undertaken in accordance with established governance arrangements, supporting the delivery of organisational priorities while ensuring compliance with legislative requirements and recognised good practice. The approach adopted by SFRS is aligned with the Scottish Model of Procurement.

3.1.4 The procurement governance framework supports the effective planning and delivery of procurement activity across SFRS. It reflects the organisation's obligations under procurement legislation and associated statutory guidance and provides a structured approach to achieving compliant, sustainable and value-driven procurement outcomes

3.1.5 The SFRS has a fully documented procurement governance framework which provides a well-established set of policies and processes to support effective and compliant public procurement.

3.1.6 All procurements for goods and services are managed by a professionally qualified procurement team in conjunction with key stakeholders, with quality reviews undertaken at key stages in the procurement process to ensure compliance with the procurement governance framework.

3.1.7 All regulated works procurements are undertaken by the Property Services Team, which operates in accordance with the principles and requirements set out within the Construction Procurement Handbook.

3.1.8 A review of regulated procurements completed during the reporting period has been undertaken. Procurement activity was conducted in accordance with SFRS procurement governance arrangements and applicable legislative requirements.

3.2 Value for Money and Efficiency

3.2.1 In the reporting period, the procurement activity undertaken by the SFRS can be summarised as follows (full details are listed in Appendix A):

Financial Year	**2025/2026**	
Procurement Type	**Nos.**	**Projected Total Value (£) – Excl VAT**
Regulated Procurement	**42**	**£44,725,528**
Non-Regulated Procurement /Call-Offs with a value less than £50,000 / Quotes / NCA	**89**	**£7,482,421**
Total	**131**	**£52,207,949**

3.2.2 Of the total estimated contract value of new contracts awarded during the reporting period, 84% (£44,129,273) was awarded through framework agreements, demonstrating SFRS's continued commitment to collaborative procurement and partnership working across the public sector. The Procurement Team considers the most appropriate procurement route on a project-by-project basis when developing commodity strategies, including the use of collaborative arrangements where these deliver value and efficiencies. Similarly, the Property Services Team utilises national framework and collaborative agreements where appropriate for works contracts

3.2.3 In addition, expenditure through existing collaborative agreements accounted for 58% of total contract spend during the reporting period, demonstrating the continued importance of collaborative procurement arrangements in delivering value and efficiencies for SFRS.

3.2.4 SFRS continues to utilise collaborative contracts and framework agreements where appropriate. This approach reduces the resource and time required to undertake individual tender exercises, provides access to pre-competed pricing and contractual terms, and enables procurement activity to be delivered more efficiently whilst maintaining compliance with procurement legislation and good practice.

3.2.5 During the reporting period, £9.45 million (exclusive of VAT) SFRS expenditure was undertaken through national framework agreements established by the Scottish Government. The Scottish Government has advised that the use of these frameworks delivered cashable savings of £0.83 million (exclusive of VAT) to SFRS during the reporting period.

3.2.6 As an associate member of Scotland Excel, SFRS continues to utilise relevant framework agreements and actively explores opportunities to benefit from the wider services available through membership. During the reporting period, the Procurement Team faced significant resource challenges. To mitigate the impact on procurement delivery, SFRS engaged Scotland Excel's Flexible Procurement Service to provide additional specialist resource and support the progression of priority procurement activity.

3.2.7 Work continues to strengthen collaborative procurement arrangements across the UK Fire and Rescue Service sector. SFRS continues to utilise national frameworks for key operational requirements, including frontline vehicles, while actively contributing to the development of new collaborative contractual arrangements, such as those for personal protective equipment (PPE). During the reporting period, SFRS hosted National Fire Chiefs Council (NFCC) PPE trials at the National Training Centre in Cambuslang, involving participation from approximately 18 fire and rescue services from across the UK. The trials enabled operational firefighters to evaluate next-generation PPE and provide user feedback, the outcomes of which informed the development of a new NFCC PPE framework that has subsequently been awarded. This collaborative approach helps ensure procurement arrangements are shaped by operational requirements and frontline experience, supporting the delivery of safe, effective and fit-for-purpose PPE for the UK Fire and Rescue Service community.

3.2.8 SFRS maintains strong collaborative relationships with Police Scotland and the Scottish Ambulance Service, working together to explore opportunities for joint

procurement of common goods and services and to share best practice, knowledge and lessons learned across the emergency services sector.

3.2.9 The use of Non-Competitive Action (NCA) is closely monitored and subject to appropriate challenge by the Procurement Team. All NCA requests undergo review by the Procurement Manager before being submitted to the Director of Finance, Digital and Infrastructure for approval. During the reporting period, the NCA process was utilised on 10 occasions, representing an aggregate value of £105,819. All approvals were undertaken in accordance with the Standing Orders for the Regulation of Contracts.

3.2.10 Spend and contract analysis informs the planning and prioritisation of procurement activity across SFRS. The results of this analysis are used to develop a rolling three-year procurement workplan, which is agreed with stakeholders and subject to ongoing monitoring and prioritisation throughout the financial year, with regular reporting provided through established governance arrangements.

3.2.11 The SFRS is committed to paying suppliers promptly and recognises the importance of timely payment in supporting a resilient and sustainable supply chain. As a responsible organisation, ensuring suppliers are paid on time remains a key priority. Our payment performance for 2025/26 is summarised below, alongside comparative figures for the previous financial years.

Payment Term	2021/22	2022/23	2023/24	2024/25	2025/26	Target 2025/26
Payment within 30 days	98%	96%	98%	97%	98%	98%
Payment within 10 days	82%	79%	85%	82%	83%	N/A

3.2.12 SFRS is committed to supporting supplier inclusion and seeks to engage with a diverse range of providers through its procurement activities, including small and medium-sized enterprises (SMEs), third sector organisations and supported businesses. We continue to strengthen our relationship with the Supplier Development Programme, promoting opportunities for Scottish SMEs and helping them to participate in and compete for SFRS contract opportunities. Through this approach, SFRS aims to foster a diverse, sustainable and competitive supply base that delivers value and supports economic growth across Scotland.

3.2.13 Within the reporting period, SME spend represented 30.66% of third party spend which amounted to approximately £30.40million exclusive of VAT.

SME Spend

Financial Year	21/22	22/23	23/24	24/25	25/26
% of 3rd Party Spend*	33.00%	30.48%	32.00%	31.03%	30.66%
£(m)	£26.94m	£28m	£27m	£30.47m	£30.40m

* includes Contract / Non contract / Below £4000

3.2.14 Within the reporting period, 44.63% (£44.26million exclusive of VAT) of SFRS total third party spend was with suppliers based in Scotland.

Scottish spend

	21/22	22/23	23/24	24/25	25/26
Scottish Based 3rd Party Spend*	47.25%	47.35%	40.62%	41.12%	44.63%
£(m)	£46.15m	£43.73m	£34.00m	£40.39m	£44.26m

* includes Contract / Non contract / Below £4000

3.2.15 SFRS works collaboratively with partner organisations and suppliers to understand the wider impact of procurement expenditure on communities. Where appropriate, we seek to support Community Wealth Building initiatives and consider opportunities to generate additional social and economic value through our procurement activities.

3.2.16 The Procurement Team is structured into three Category Teams, with responsibility for the spend areas outlined in Section 2.6. The teams maintain regular engagement with stakeholders and continue to build strong working relationships to ensure stakeholder involvement in the development of the procurement work programme and the prioritisation of procurement projects and resources.

3.2.17 Stakeholder involvement and consultation are essential to the development of Commodity Strategies and tender documentation, helping to ensure that specifications accurately reflect Service requirements and are clearly understood by suppliers. The Procurement Team engages with stakeholders at an early stage of the procurement

process to support effective planning, informed decision-making and the delivery of successful procurement outcomes.

3.2.18 Market engagement is undertaken as part of all relevant procurement activity and plays a key role in understanding the market's capability and capacity to meet SFRS requirements. Information gathered through market engagement helps to inform the development of specifications, procurement strategies and tender documentation, ensuring that procurement routes are appropriate, requirements are clearly defined and opportunities are attractive and accessible to the market. This approach supports effective competition and contributes to the delivery of best value.

3.2.19 Contract management remains an important area of focus for SFRS. Effective contract management arrangements are in place across a number of key contracts, supporting supplier performance, contract compliance and the delivery of value throughout the contract lifecycle. However, achieving a consistent approach across all contracts continues to present challenges due to the level of resource required from both service directorates and the Procurement Team. SFRS will continue to strengthen and embed contract management practices across the organisation, with further improvement actions incorporated within the new Corporate Procurement Strategy and progressed in line with available resources and organisational priorities.

3.3 Governance, Risk and Fraud

3.3.1 SFRS operates a robust procurement governance framework, supported by a suite of policies, procedures, standard templates and guidance documents that support the effective delivery of procurement activity. Aligned to the Scottish Government's Procurement Journey, the framework incorporates SFRS-specific requirements while ensuring compliance with relevant legislation, statutory guidance and the Scottish Model of Procurement. The use of standardised documentation and processes helps maintain consistency, transparency and accountability across procurement activity.

3.3.2 The Procurement Team engages with stakeholders across the Service to support the application of the procurement governance framework and to ensure that regulated procurement activity is undertaken in accordance with relevant legislative and procedural requirements. To support this, the team provides training, guidance and advice to staff involved in the User Intelligence Group process and in the use of Public Contracts Scotland when departments undertake quotation activity. This helps to build

organisational capability and promote consistency, fairness and transparency in procurement decision-making.

3.3.3 The application of the SFRS procurement governance framework, supported by a quality review process for all procurement activity relating to goods and services with a value exceeding £50,000, provides assurance that procurement projects are undertaken in accordance with legislative and procedural requirements. These arrangements contributed to there being no successful legal challenges during the reporting period.

3.4 Transparency

3.4.1 Transparency in public procurement requires SFRS to demonstrate openness and provide visibility of its procurement activities, ensuring that information relating to procurement plans, opportunities and contract awards is readily accessible. This helps provide suppliers and other stakeholders with confidence that procurement activity is undertaken in a fair, open and transparent manner.

3.4.2 SFRS uses Public Contracts Scotland (PCS) to advertise all regulated procurement activity with a value of £50,000 or more. Where required, procurement opportunities are also published on the UK Find a Tender service.

3.4.3 In accordance with the Procurement Reform (Scotland) Act 2014, SFRS maintains a Contracts Register, providing visibility of live contracts and supporting transparency in procurement activity.

3.4.4 For all relevant procurements, the evaluation methodology is fully detailed within the Invitation to Tender documentation. In addition, comprehensive feedback is provided to participating suppliers for all regulated procurements and quotation exercises undertaken by the Service, supporting transparency and continuous supplier development.

3.5 Enhancing Capability

3.5.1 The range of goods, services and works procured by SFRS requires Procurement and Property Team members to demonstrate strong commercial awareness and procurement knowledge and skills. The teams also provide professional support to

directorates in the delivery of procurement activity through the application of clear controls, processes and guidance.

3.5.2 We make use of technology to support the effective application of our procurement governance framework. Achilles Themis provides access to up-to-date case law, legislative updates and guidance documents, assisting in the maintenance and continuous improvement of procurement policies, procedures and governance arrangements.

3.5.3 Wrike Project Management has been introduced and is used to support the planning, management and co-ordination of the procurement programme of work.

3.5.4 SFRS continues to support Procurement Team members in undertaking professional studies leading to membership of the Chartered Institute of Procurement and Supply (CIPS), thereby enhancing the professional capability within the team.

3.5.5 Recruitment remains an ongoing challenge within the team, reflecting wider difficulties across the Scottish public sector in attracting and retaining qualified and experienced procurement professionals. During the reporting period, a number of vacancies existed at Procurement Officer, Procurement Specialist and Category Lead level, with recruitment proving challenging. As a result, the Procurement Team operated at a reduced capacity, which impacted the volume of procurement exercises that could be progressed during the reporting period and required the prioritisation of available resources towards key procurement activity rather than improvement measures.

3.5.6 Partnership working and the sharing of knowledge and best practice continue through engagement with the National Fire Chiefs Council (NFCC) on fire sector-specific goods and services, with SFRS represented on a number of committees supporting national procurement activity. SFRS also contributes to the Central Government Procurement Collaboration Group and works collaboratively with Police Scotland and the Scottish Ambulance Service to identify opportunities for joint working and collaboration across the blue light sector.

3.5.7 The Procurement Team maintains regular engagement with end users and stakeholders through routine meetings and ongoing communication, helping to ensure that procurement activity is aligned with Service requirements and priorities. The Procurement Manager also reports regularly to internal governance and management

forums, providing updates on procurement activity, performance, key projects and emerging issues.

3.5.8 The User Intelligence Group (UIG) process is used consistently to support the development of commodity strategies and the procurement route to market. UIG participants contribute to the development of specifications, supplier selection, tender evaluation and contract award recommendations, while also supporting contract and supplier management arrangements where appropriate. Employee representative bodies are also invited to participate in the UIG process.

3.5.9 Training and guidance are provided to relevant UIG members involved in tender exercises, particularly in relation to supplier selection and tender evaluation, helping to ensure procurement activities are conducted consistently, fairly and in accordance with procurement governance requirements. The Procurement Team maintains overall control of the UIG process, providing professional advice and oversight to ensure compliance with the SFRS procurement governance framework and relevant legislative requirements.

3.5.10 The Quick Quote process for procurement exercises with a value below £50,000 may be undertaken by directorates with minimal input from the Procurement Team. Training and guidance are provided to staff undertaking such activity, together with instruction on the use of the Public Contracts Scotland tendering portal. This approach enables directorates to manage lower-value procurement activity while maintaining alignment with the SFRS procurement governance framework.

3.6 Sustainability

3.6.1 The Scottish Fire and Rescue Service (SFRS) is committed to observing its sustainable procurement duty as set out in the Procurement Reform (Scotland) Act 2014. Our internal policies and procedures reflect this legal duty and ensure proper consideration of how procurement activity can contribute to improving the social, environmental and economic wellbeing of our communities.

3.6.2 Sustainability is an area that the SFRS can, and does influence by ensuring relevant sustainability considerations are built into the procurement process at an early stage and considered throughout the procurement lifecycle.

3.6.3 For all procurements for goods and services with a value of £50,000 or more, a Commodity Strategy is developed which requires the use of the Procurement Journey Sustainable Procurement Toolkit. This assists in embedding relevant and proportionate sustainability requirements within procurement activity.

3.6.4 Consideration of community benefits is included in all relevant procurement activity and is used to deliver wider benefits for the communities we serve. Section 4 of this Report provides an overview of our approach.

3.6.5 Our procurement processes are applied in a manner which facilitates the involvement of small and medium-sized enterprises (SMEs), supported businesses and third sector organisations. We are members of the Supplier Development Programme (SDP), which brings together local authorities, the Scottish Government and a range of other public bodies to support SMEs in all aspects of tendering. During the reporting period, the Procurement Team attended national Meet the Buyer events.

3.6.6 SFRS undertakes early engagement with suppliers where appropriate to help inform procurement strategies and promote participation in contract opportunities. During the reporting period, SFRS worked with the Supplier Development Programme (SDP) to support supplier engagement in relation to the forthcoming procurement of scrap vehicles for training purposes. Historically, this has been a challenging market due to the specialist nature of the requirement and the limited capacity of many suppliers to engage with formal public sector procurement processes. To encourage market participation and competition, SFRS promoted the opportunity through SDP channels and supported supplier development initiatives, including *Talking Tenders* sessions and tender training, designed to help suppliers understand the procurement requirements and navigate the Public Contracts Scotland tendering process. This proactive approach supports SME participation, reduces barriers to entry, encourages competition and contributes to the development of a diverse and sustainable supply base.

3.6.7 SFRS continues to promote opportunities for supported businesses through its procurement activity and, where appropriate, considers their participation in procurement exercises. Details of SFRS expenditure in this area are provided in Section 5 of this Report.

3.6.8 The SFRS is an Accredited Living Wage Employer and, through its procurement activity, recognises that encouraging suppliers to adopt Fair Work First principles contributes to reducing inequality and creating a more inclusive and sustainable society. We continue to ensure that all relevant procurement activity includes appropriate consideration of Fair Work First in accordance with statutory guidance.

3.6.9 The SFRS considers equality, diversity and inclusion in all relevant procurement activity and observes the requirements of the Equality Act 2010 and the Public Sector Equality Duty. Equality Impact Assessments are undertaken where appropriate and provision is included in contract conditions, specifications and contract award criteria, with performance measured through contract management.

3.6.10 SFRS is pleased to have achieved Champion Employer status through Stonewall UK's Proud Employers Accreditation Scheme, recognising our commitment to creating an inclusive workplace where everyone feels respected, supported and able to be themselves. Procurement supports these values by working with stakeholders and suppliers to promote equality, diversity and inclusion and encouraging contractors to demonstrate a similar commitment within their own organisations.

3.6.11 The SFRS recognises the importance of ensuring compliance with the Health and Safety at Work etc. Act 1974 and that contractors are familiar with the relevant legislation, understand their responsibilities and operate safe systems of work. The SFRS continues to assess and monitor contractors' health and safety arrangements and their understanding of their legal obligations. For relevant contracts, specific health and safety requirements are addressed as part of the procurement and contract management process. Relevant contractors are also required to demonstrate compliance with the Construction (Design and Management) Regulations 2015 (CDM 2015).

3.6.12 The SFRS is a member of the Scottish Fair Trade Forum, and our standard procurement processes include consideration of whether Fair Trade provisions, or equivalent requirements, could be applied appropriately in the delivery of contracts.

3.6.13 The SFRS Procurement Team continues to support Community Wealth Building initiatives through participation in Procurement Anchor Organisation meetings and related activities, where appropriate and resources permit.

3.7 Climate Change

3.7.1 SFRS supports the Scottish Government's ambition to achieve net zero emissions by 2045 and continues to deliver against the objectives set out within the SFRS Climate Change Response Plan. The SFRS Sustainability Team leads and coordinates climate change and environmental sustainability activity across the Service, monitoring progress against the Plan and supporting the delivery of carbon reduction initiatives. Procurement activity supports these objectives through the application of sustainable procurement practices and by considering environmental impacts, risks and opportunities as part of the procurement process.

3.7.2 Both the Procurement Team and Property Services work collaboratively with stakeholders across the Service to support the delivery of climate change objectives through procurement activity. Sustainability considerations are incorporated, where relevant and proportionate, into procurement strategies and tender exercises, with opportunities sought to reduce environmental impacts, promote resource efficiency and support the development of more sustainable supply chains.

3.7.3 Through the activities undertaken by both teams**,** procurement activity continues to support wider organisational initiatives aimed at reducing carbon emissions and improving environmental performance, including the ongoing decarbonisation of the light vehicle fleet and the procurement of goods, services and works that contribute to the objectives set out within the Climate Change Response Plan.

3.7.4 During the reporting period, the SFRS utilised the CO_2 Analysis System to estimate Scope 3 supply chain emissions. The system provides valuable insight into the carbon impact of goods, services and works procured across the organisation, enabling the identification of emission hotspots, opportunities for carbon reduction, and areas where resource use and waste can be minimised. This contributes to the organisation's wider sustainability and net zero objectives.

3.7.5 Energy Bureau services were procured to support the collection, validation and management of utility consumption data from a range of suppliers and service providers. This has improved the quality and consistency of energy-related data available to the organisation, strengthening the monitoring and reporting of carbon

emissions and providing a more robust evidence base to support future energy efficiency and decarbonisation initiatives.

3.8 Cyber Security

3.8.1 Where contracts involve, or are reliant upon, the digital processing of information, the User Intelligence Group (UIG) process ensures that potential cyber security risks are identified and considered at an early stage, with appropriate mitigation measures incorporated into the procurement approach.

3.8.2 Cyber security considerations are incorporated throughout the procurement lifecycle, from the development of specifications and tender documentation through to contract management. This helps mitigate third-party and supply chain risks and supports SFRS in maintaining appropriate cyber security standards across its goods, services and systems. SFRS continues to enhance its procurement processes to reflect emerging cyber security risks and evolving good practice.

3.9 Innovation

3.9.1 Innovation remains an important component of SFRS's approach to continuous improvement. Through continued engagement with the Scottish Government's CivTech programme, SFRS has partnered with industry and academia to develop innovative solutions to complex operational issues. During the reporting period, projects addressing firefighter situational awareness and contaminant exposure progressed through the programme, supporting the development of new technologies that have the potential to improve firefighter safety, operational decision-making and service outcomes. This reflects SFRS's commitment to embracing innovation and working collaboratively with external partners to drive continuous improvement through the exploration and application of new technologies and approaches.

Section 4 Community Benefits Summary

4.1 Section 18(2)(d) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for an annual procurement report to include “a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report”.

4.2 Delivery of Community Benefits is a key aspect of the Scottish Government’s drive to achieve a range of national and local outcomes. Community benefit requirements are defined in the Procurement Reform (Scotland) Act 2014 as a contractual requirement imposed by a contracting authority relating to:

i. training and recruitment
ii. availability of sub-contracting opportunities
iii. or which is otherwise intended to improve the economic, social, or environmental wellbeing of the authority’s area in a way additional to the main purpose of the contract in which the requirement is included.

4.3 Section 25 of the Procurement Reform (Scotland) Act 2014 mandates that all contracting authorities “must consider whether to impose community benefit requirements as part of the procurement” when the estimated contract value is greater than or equal to £4,000,000.

4.4 However, as stated in SFRS Standing Orders for the Regulation of Contracts, we aim to consider community benefit requirements in procurement exercises with a value greater than £1,000,000 where deemed relevant and, through our procurement governance processes and procedures, have embedded the requirement for community benefits to be considered where appropriate.

4.5 The SFRS Procurement Governance Framework embeds the organisation's commitment to the inclusion and consideration of community benefits in all relevant procurement activity.

4.6 Community benefits are also delivered through national and collaborative frameworks used by SFRS. Responsibility for securing, monitoring and reporting these outcomes rests with the framework provider, enabling SFRS to benefit from additional community benefit commitments alongside those delivered through its own contracts.

4.7 Through its procurement activity, SFRS seeks to secure Community Benefits that contribute to local economic growth, workforce development, environmental sustainability and community wellbeing. These benefits form an important element of delivering wider public value and support the Service's commitment to responsible and sustainable procurement. The examples set out below highlight a selection of significant contracts and projects that have delivered measurable Community Benefits and social value outcomes during the reporting period.

4.8 Robertson Facilities Management (RFM) was awarded the Hard Facilities Management contract in 2021/22. During the reporting period, RFM continued to deliver a broad range of community benefits in line with the contractual Community Benefits Action Plan. Performance throughout the year demonstrated an ongoing commitment to delivering wider social, economic and environmental outcomes alongside core Hard FM services. Activities included the promotion of Fair Work practices, apprenticeships, workforce wellbeing, community engagement, supply chain development, environmental sustainability and wider social value initiatives. Examples include the installation of electric vehicle charging infrastructure, energy efficiency improvements through boiler, roof and window replacement programmes, and the completion of a major solar installation project to support carbon reduction objectives. RFM has also continued to engage local SMEs through supplier development initiatives and Meet the Buyer events, whilst providing workforce development opportunities, staff wellbeing programmes and support to community organisations through volunteering, charitable donations and practical assistance projects across Scotland. The Hard Facilities Management contract continues to demonstrate how procurement can deliver benefits beyond the provision of core services. Through sustained investment in local SMEs, workforce development, environmental improvement and community engagement, the contract has delivered measurable economic, social and environmental value whilst supporting wider Scottish Fire and Rescue Service objectives and community outcomes. Key outcomes delivered during the reporting period are summarised in Appendix Ci.

4.9 Sodexo is responsible for the provision of Soft Facilities Management services to the Scottish Fire and Rescue Service. During the reporting period, Sodexo continued to deliver a range of community benefits, environmental improvements and sustainability initiatives through the contract. These activities supported the Service's commitment to generating wider social, economic and environmental value through its procurement activity and contracted services. The contract continued to deliver benefits beyond

the provision of core services, supporting local communities, charitable organisations and vulnerable groups across Scotland. Activities undertaken during the year contributed to charitable fundraising, helped address food poverty, promoted community wellbeing and social inclusion, and strengthened community connections within the communities served by the Scottish Fire and Rescue Service. In addition, the contract supported environmental sustainability objectives through activities focused on carbon reduction, waste minimisation and responsible supply chain management. Collectively, these initiatives demonstrate the broader value being delivered through the contract alongside operational service provision. Key achievements during the reporting period are summarised in Appendix Cii.

4.10 During the reporting period, Morgan Sindall Construction delivered a range of community benefits and sustainability initiatives through the reconfiguration works at Alloa Fire Station. Delivery was measured against agreed Themes, Outcomes and Measures (TOMs), with a number of targets being substantially exceeded, particularly in relation to local spend, local employment, apprenticeship opportunities and sustainable transport. Overall, the project demonstrates how investment in SFRS infrastructure can generate wider economic, social and environmental benefits beyond the core construction works, with a number of agreed social value measures significantly outperforming target levels and delivering enhanced benefits for the local community. Key achievements during the reporting period are summarised in Appendix Ciii.

4.11 The works undertaken for the reconfiguration of Stirling Fire Station have delivered significant community benefits alongside the physical development of the facility. Working with Morgan Sindall Construction through the SCAPE framework, the project has actively supported local communities, promoted skills and employment opportunities, enhanced health and wellbeing, and generated economic benefits within the local area. A range of targeted initiatives have been undertaken throughout the reporting period, demonstrating how procurement activity can contribute to wider community outcomes and align with the Scottish Fire and Rescue Service's commitment to the delivery of such outcomes. The project has created opportunities for young people to develop employability and STEM skills, supported community organisations, delivered health and wellbeing initiatives, and provided meaningful engagement with schools and local residents. These activities contribute to the wider economic, community and workforce outcomes embedded within the contract and

demonstrate the broader benefits being achieved through investment in local communities. Key achievements during the reporting period are summarised in Appendix Civ.

4.12 The reconfiguration works of Kilmarnock Fire Station continues to deliver a range of social, economic and environmental benefits for the local community, with completion currently anticipated in December 2026. Working with Morgan Sindall Construction through the SCAPE framework, the project has generated significant local supply chain and SME expenditure, supported apprenticeships and employability initiatives, and delivered educational engagement activities with local schools. Further benefits have included workforce health and wellbeing initiatives and environmental improvements through the use of low and zero-emission vehicles. While the refurbishment remains ongoing, the project has already delivered measurable social value outcomes and is expected to generate further community benefits during the remainder of the construction period. Key achievements during the reporting period are summarised in Appendix Cv.

Section 5 Supported Business Summary

5.1 Section 18(2)(e) of the Procurement Reform (Scotland) Act 2014 requires public bodies to include a summary of any steps taken during the reporting period to facilitate the involvement of supported businesses in regulated procurements.

5.2 A supported business is defined in Regulation 21 of the Public Contracts (Scotland) Regulations 2015 as an economic operator whose main aim is the social and professional integration of disabled or disadvantaged persons, and where at least 30% of its employees are disabled or disadvantaged persons.

5.3 In accordance with the Procurement Reform (Scotland) Act 2014, the SFRS continued to promote opportunities for supported businesses to participate in regulated procurement activity during the reporting period. This included ensuring procurement processes remained proportionate and accessible, considering the suitability of collaborative arrangements where appropriate, and advertising contract opportunities through Public Contracts Scotland to maximise awareness and participation. Through these measures, the SFRS seeks to support an inclusive and diverse supplier base while promoting fair and equitable access to public sector contracting opportunities.

5.4 During the period 1 April 2025 to 31 March 2026, SFRS awarded a new contract through the Scottish Government Dynamic Purchasing System reserved for Supported Businesses, to Scott Direct Limited for the provision of small handheld tools and power tools.

5.5 The table below summarises spend during the reporting period with existing arrangements and suppliers.

Supported Business	**Supplies**	**Value (£) Excl. VAT**
Scott Direct Limited	Handheld Tools / Power Tools	£52,084
City Building (contracts)	Mattresses	£6,759
Ulster Supported Business	Trauma Bags	£6,575
Total		**£65,418**

Section 6 Future Regulated Procurement

6.1 Section 18(2)(f) of the Procurement Reform (Scotland) Act 2014 requires contracting authorities to include within their annual procurement report a summary of the regulated procurements that are expected to commence during the following two financial years.

6.2 For the purposes of this report, regulated procurements are contracts with an estimated value of:

- £50,000 or more (excluding VAT) for goods and services; and
- £2 million or more (excluding VAT) for works.

6.3 The Scottish Fire and Rescue Service (SFRS) has identified future procurement requirements through:

- Review of existing contracts due to expire, be extended or be re-procured over the next two financial years.
- Business and operational workplans submitted by SFRS Directorates.
- Planned transformation and improvement initiatives.
- Capital projects approved through the SFRS Capital Programme.

6.4 A schedule of anticipated procurement activity for the financial years 2026/27 and 2027/28 is provided in **Appendix B**.

6.5 For transparency purposes, Appendix B also includes anticipated non-regulated procurements and planned call-offs from framework agreements where the estimated value is £50,000 or less. While these procurements fall below the regulated procurement thresholds, they represent an important element of SFRS expenditure and forward procurement planning.

6.6 The anticipated procurement programme reflects the range of goods, services and works contracts that SFRS reasonably expects to tender during 2026/27 and 2027/28. The programme remains subject to change as organisational priorities, funding availability, operational requirements and capital investment plans continue to evolve.

6.7 In some cases, SFRS has not yet confirmed whether an existing contract will be extended or retendered. Any decision will take account of business requirements, value for money considerations, available collaborative procurement opportunities and the most appropriate procurement strategy.

6.8 The estimated values included within Appendix B are based on current information and are intended for planning purposes. Final contract values, procurement routes and contract durations will be confirmed as individual procurement projects progress and, where applicable, at the point of publication of a Contract Notice.

Section 7 Spend Analysis

7.1 Procurement Spend

7.1.1 Total non-salary spend for the reporting period (1st April 2025 – 31st March 2026) was approximately £113.56 million (exclusive of VAT) which can be broken down as follows:

Category of Spend	Value (£) Million
In-Scope Spend	98.73
Out of Scope Spend	14.40
Below £4,000	0.43
Total	**113.56**

Notes:

i. "Out of Scope" spend includes payments to local authorities, pension authorities, government bodies etc.

ii. "In-scope spend" is spend which the organisation can directly influence through the co-ordination and regulation of the SFRS procurement activity.

iii. Below £4,000 spend amounted to £0.43million. This amount was excluded from the final analysis of spend as shown in the table in paragraph 7.1.2, as it was undertaken in accordance with relevant procurement guidance regarding below £4,000 spend.

iv. Purchase Card spend of approximately £0.15million of the in-scope / below £4000 spend is included in the above figures. This spend is monitored on a monthly cycle to ensure use is consistent with the Purchase Card Policy.

7.1.2 In-scope spend can be broken down as follows:

	1st April 25 – 31st March 2026	
Category of Spend	**Value (£) Million**	**%**
Contract Spend	£94.46m	95.68%
Non- Contract	£4.27m	4.32%
Total	**£98.73m**	**100%**

7.1.3 Contract spend is broken down across Directorates as follows:

Directorate	£m
Finance Digital & Infrastructure	£79.54m
Operational Delivery	£5.63m
GSC	£5.27m
Training Safety & Assurance	£2.12m
People Communications & Engagement	£1.72m
Prevention	£0.18m
Total	**£94.46m**

7.1.4 Contract spend against the top fifty contractors amounts to £86.16m exclusive of VAT (91.21%) of total contract spend.

7.1.5 Non-contract spend is broken down across Directorates as follows:

Directorate	£m
Finance Digital & Infrastructure	£3.11m
Training Safety & Assurance	£0.73m
GSC	£0.22m
People Communications & Engagement	£0.10m
Operational Delivery	£0.08m
Prevention	£0.03m
Total	**£4.27m**

7.1.6 Non-contract spend against the top fifty suppliers amounts to £2.87m exclusive of VAT (67.22%) of total non-contract spend.

7.1.7 The following table highlights the change in non-contract spend over the past seven reporting periods in monetary and percentage terms.

Financial Year	21/22	22/23	23/24	24/25	25/26
Non-Contract (£)	4.40m	3.71m	3.47m	3.21m	4.27m
Spend in scope (£)	81.64m	91.67m	84.29m	97.83m	98.73m
Non-contract (%)*	5.40%	4.05%	4.12%	3.28%	4.32%

* The overall amount of third party spend on contracts varies from year to year which is then reflected non-contract percentage figure.

7.1.8 Measures continue to be progressed to address approximately £1.5 million of non-contract expenditure. This spend is monitored on an ongoing basis to identify opportunities to secure compliant contract coverage through existing arrangements or the development of new contracts. Progress in this area is, however, constrained by current resource pressures within the Procurement function.

7.1.9 A total of 792 suppliers were used in the reporting period across the in-scope spend, which is broken down as follows.

Category	Numbers of Suppliers
Contract	209
Non-contract	212
Below £4,000	371
Total	**792**

7.1.10 The total of 792 suppliers includes 371 Scottish suppliers (46.84% of the supplier total) and 459 SME suppliers (57.95% of the supplier total).

7.1.11 Below £4,000 spend increased marginally from £0.38million in the previous reporting period to £0.43million in financial year 2025/26.

7.1.12 Expenditure below £4,000 is monitored and analysed on an ongoing basis to ensure adherence to procurement governance requirements, support local SMEs, and contribute to wider objectives such as Community Wealth Building. Opportunities to aggregate spend across common areas are also considered where this would deliver improved value for money and enhanced contract coverage. While an increasing level of contract compliance remains an important objective, this is balanced against the need to support local SME participation and the delivery of wider economic, social and Community Wealth Building outcomes within local communities

7.1.13 Ongoing analysis of expenditure data informs the planning of procurement activity and supports the Service in identifying opportunities to improve procurement performance, enhance contract compliance, and contribute to wider local and national procurement objectives.

Section 8: Further Information

For further information on our annual report or any other information on the procurement work that we are doing in SFRS please contact:

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Appendix Ai: Regulated Procurements Awarded 1st April 2025 - 31st March 2026

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
F3A-011-2526	Provision of Insurance Placement	Zurich Municipal	Framework	£14,263,193	31/3/26	31/3/29	48	31/3/33
F5A-017-2526	Provision of Microsoft Enterprise Agreement (SXL)	Phoenix Software	Framework	£7,262,943	10/2/26	31/3/29	0	31/3/29
PRJ001066	Kilmarnock FS Refurb Construction Works	Morgan Sindall	Scape Framework	£2,925,490	16/02/26	18/12/26	0	18/12/26
V1A-015-2526	Provision of Structural Fire Kit and Associated PPE	Bristol Uniforms Limited	Negotiated Procedure without contract notice	£2,500,000	3/6/25	31/12/26	0	31/12/26
PRJ000217	Stirling FS - DF - DF Refurb Construction Works	Morgan Sindall	Framework	£2,261,588	16/01/26	02/10/26	0	2/10/26
PRJ000216	Alloa FS - DF - DF Refurb Construction Works	Morgan Sindall	Framework	£2,106,822	16/01/26	11/09/26	0	11/9/26
F3A-105-2526	Provision of Training Systems	LearnPro Efireservice Ltd	Framework	£1,520,674	24/3/26	24/3/29	12	24/3/30
NP5A-079-2526	Provision of ProCAD Support	Motorola Solutions Limited	Negotiated Procedure without contract notice	£1,164,144	10/12/25	31/12/26	0	31/12/26
NP4A-080-2526	Provision of Rosenbauer Overhaul Programme	Rosenbauer	Negotiated Procedure without contract Notice	£1,011,818	9/1/26	8/1/29	0	8/1/29
NP5A-080-2425	Provision and Installation of Specialist Equipment for the Emergency Services Network - Lot 1	Telent Technology Services Limited	Negotiated Procedure without contract Notice	£976,121	10/11/25	16/11/26	0	16/11/26
F3A-069-2425	Provision of Legal Services	Harper Macleod LLP	Framework	£915,000	3/12/25	31/12/30	24	31/12/32
NP5A-080-2425	Provision and Installation of Specialist Equipment for the Emergency Services Network - Lot 2 R5 Version 2 MCX	Handsfree Group	Negotiated Procedure without contract Notice	£804,375	1/10/25	16/11/26	0	16/11/26

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
F2A-090-2425	Provision of Cleaning Products	Unico Limited	Framework	£720,000	30/5/25	6/8/28	12	6/8/29
F2B-070-2526 L2	Provision of Devices to Identify Solid, Liquid, Gas or Vapour Chemical Materials Using Mass Spectroscopy	Southern Scientific Limited	Framework	£673,550	4/12/25	7/12/28	12	7/12/29
F6A -075-2425	Provision of Electric Vehicle Charger Support Back Office System	FUUSE Limited	Framework	£456,400	4/4/25	6/4/28	24	6/4/30
F2A-057-2425	Provision of Powered Rescue Equipment	Weber Rescue UK Ltd	Framework	£450,000	2/7/25	31/3/27	12	31/3/28
F5A-009-2526	Gazetteer	Idox Software Ltd	Framework	£432,301	27/2/26	31/3/31	0	31/3/31
F2A-077-2526	Provision of Face Fit Testing Equipment	Arco Limited	Framework	£360,000	17/12/25	18/12/28	12	18/12/29
F2B-070-2526	Conversion of 4 Iveco Vans to DIM Vehicles	Babcock Vehicle Engineering Limited	Framework	£350,196	4/12/25	31/3/26	0	31/3/26
F3A-067-2526	Provision of Short Messaging Services (SMS)	Critico Group	Framework	£321,600	16/10/25	19/10/28	12	19/10/29
F3A-044-2526	Provision of an Electronic Safety and Assurance Management System ESAMS	Computacenter (UK) Ltd	Framework	£311,297	30/1/26	31/3/30	24	31/3/32
F2B-070-2526 L4	Provision of Devices to Identify Solid and Liquid Chemical Materials, using Raman Spectroscopy	Metrohm UK Limited	Framework	£273,370	4/12/25	7/12/28	12	7/12/29
F2A-047-2526	Provision of Industrial Medical and Scientific Gases	BOC Limited	Framework	£272,000	14/8/25	31/12/26	0	31/12/26

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
F2B-070-2526 L1	Provision of Devices to Identify Solid and Liquid Chemical Materials using Infra-red Spectroscopy	HazmatLink Ltd	Framework	£265,266	4/12/25	7/12/28	12	7/12/29
F5A-069-2526	Project Management Software	Computacenter UK Ltd	Framework	£241,231	26/1/26	30/1/28	12	30/1/29
F2A-058-2526	Provision of Small Handheld Tools and Power Tools	Scott Direct Limited	Framework	£240,000	31/10/25	2/11/28	12	2/11/29
F2B-070-2526 L3	Provision of Devices to Identify Gas and Vapour Chemical Materials Using Flame Photometry	CBRNergetics Limited	Framework	£174,500	4/12/25	7/12/28	12	7/12/29
F2A-030-2526	Provision of Bottled Water	Sysco GB Limited	Framework	£136,800	12/6/25	15/6/28	12	15/6/29
F5A-117-2526	Provision of Mobile and Data Services	Vodafone Limited	Framework	£128,000	31/3/26	31/3/28	0	31/3/28
F2A-023-2526	Provision of Right Angled Torches	Wolf Safety Lamp Company Ltd	Framework	£126,500	24/3/26	31/3/29	12	31/3/30
T3A-028-2526	Provision of Scrap Vehicles	HRL Scrap & Waste Solutions, S&I Thomson	Open	£125,530	16/3/26	2/3/30	0	2/3/30
NP3A-096-2425	Provision of Fire Engineering Training	University of Central Lancashire	Negotiated Procedure without contract Notice	£114,264	27/5/25	31/7/29	0	31/7/29
F5A-073-2526	Provision of Interim IT Staff Services	Venesky Brown	Framework	£106,658	18/11/25	31/3/26	6	30/9/26

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
NP5A-083-2526	Provision of Vision 3 Support	NEC	Negotiated Procedure without contract Notice	£100,000	18/12/25	31/1/26	0	31/01/26
NP3A-014-2526	Provision of Flood and Water Rescue Accreditation	Rescue 3 Europe Ltd	Direct Award	£93,795	22/04/25	21/4/28	0	21/4/28
F6A-110-2526	Provision of Hard FM Contract Management Solution	SYPRO Management Ltd	Framework	£86,190	9/3/26	31/3/29	12	31/3/30
F3A-038-2526	Provision of Smoke and Heat Detectors	Fireblitz Extinguisher Limited	Framework	£85,965	6/8/25	30/8/25	0	30/8/25
F6A-100-2425	Provision of Energy Bureau Services	Inspired Energy Solutions	Framework	£85,050	13/5/25	12/5/28	12	12/5/29
F2B-070-2526 L9	Provision of Devices to Identify Gamma Emitting Radiological Isotopes	Ametek GB Ltd	Framework	£77,640	4/12/25	7/12/28	12	07/12/29
F2A-056-2526	Provision of Batteries	ESPO	Framework	£74,240	24/11/25	25/11/28	12	25/11/29
T2A-092-2425	Provision of Firefighting Foam Lot1 3/3 Foam	Terberg DTS (UK) Ltd	Framework	£70,000	21/07/25	20/7/30	24	20/7/32
F5A-029-2526	Provision of Interim IT Staff Services	Venesky Brown	Framework	£61,016	2/6/25	30/11/25	3	28/2/26

Appendix Aii: Non-Regulated Procurements / Call Offs Below £50,000 / Quotes / NCA Awarded 1st April 2025 - 31st March 2026

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
PRJ000843	Calton Fire Station – Car Park Construction Works	RFM	Framework	TBC	18/09/25	On completion	N/A	On completion
PRJ001137	Dreghorn Training Centre CFBT	RFM	Framework	£1,503,882	28/10/25	31/03/26	N/A	17/9/26
PRJ000926	Perth TC CCU	RFM	Framework	£850,238	26/11/25	Apr-26	N/A	30/9/26
PRJ000233	Livingston FS Newbuild Precon Design	Kier	Scape Framework	£718,710	05/12/25	02/10/26	N/A	2/12/26
PRJ000843	Calton Fire Station – DF Refurb Construction Works	Clark Contracts	Open Tender	£657,343	12/5/25	17/10/25	N/A	20/2/26
PRJ001100	Huntly Fire Station – Professional Services.	Atkins Realis	Scape Framework	£269,579	9/9/25	T.B.C	N/A	T.B.C
PRJ001099	Portree Fire Station – Professional Services	Atkins Realis	Scape Framework	£258,562	9/9/25	T.B.C	N/A	T.B.C
PRJ000814	Dalkeith FS Newbuild Precon Market Testing	Hub SE	Scape Framework	£224,086	22/3/26	Dec-26	N/A	31/12/26
PRJ001066	Kilmarnock FS Refurb Precon Design	Morgan Sindall	Scape Framework	£211,319	8/9/25	23/01/26	N/A	23/1/26
PRJ001093	Sumburgh Training Centre New Decon & Welfare Units	RFM	Framework	£197,072	14/11/25	31/03/26	N/A	31/3/27
PRJ000843	Calton Fire Station – DF Professional Fees	Atkins Realis	Framework	£186,532	30/7/24	28/02/27	N/A	28/02/27
PRJ001066	Kilmarnock FS Refurb Construction Professional Services	Atkins	Scape Framework	£148,418	18/12/25	30/01/28	N/A	30/1/28
PRJ000217	Stirling Fire Station – DF Pre-Construction Survey Service	Morgan Sindall	Framework	£142,735	10/07/25	12/01/26	N/A	12/1/26

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
PRJ000216	Alloa Fire Station – DF Pre-Construction Survey Service	Morgan Sindall	Framework	£131,396	11/07/25	12/1/26	N/A	12/1/26
PRJ000217	Stirling Fire Station - DF Professional Fees	Atkins Realis	Framework	£125,881	10/07/25	16/10/27	N/A	16/10/27
PRJ000216	Alloa Fire Station - DF Professional Fees	Atkins Realis	Framework	£120,293	10/07/25	16/10/27	N/A	16/10/27
PRJ000843	Calton Fire Station – Car Park Professional Fees	Atkins Realis	Framework	£93,209	17/09/25	On completion	N/A	On completion
PRJ000149	Uig Fire Station – Professional Services	Atkins Realis	Scape Framework	£72,540	19/06/25	31/10/26	N/A	31/10/26
PRJ000233	Livingston FS Newbuild Site investigations	Kier	Scape Framework	£70,326	05/12/25	1/6/26	N/A	1/6/26
PRJ0001223	Portlethen Training Centre Dignified & CC	RFM	Framework	£64,680	13/08/26	31/3/27	N/A	31/3/27
F5A-054-2526	Provision of Project Assurance Review (New Mobilising System)	QI Consulting Ltd t/a QI Consulting (Quo Imus Limited t/a QI Consulting)	Framework	£49,995	5/9/25	4/9/28	0	4/9/28
PRJ000233	Livingston FS Refurb and Newbuild Precon Professional Services	Atkins	Scape Framework	£40,402	06/01/26	3003/26	N/A	30/4/28
V1A-041-2526	Provision of Re-Certification of Powered Respirator Protective Suits (PRPS)	Respirex International Limited	Negotiated Procedure without contract Notice	£37,500	4/8/25	3/8/27	0	3/8/27
PRJ001097	Campbeltown FS DF/CC Works – Building Services support	Atkins Realis	Framework	£37,170	20/08/26	29/1/27	N/A	29/1/27
PRJ001093	Sumburgh TC New Decon & Welfare Units	AR	Framework	£33,668	26/06/25	31/3/26	N/A	31/3/27

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
PRJ0001156	Portlethen Training Centre Hose Steam Unit	RFM	Framework	£33,572	02/02/26	31/3/26	N/A	21/5/26
F3A-084-2526	Provision of Smoke and Heat Detectors	Fireblitz Extinguisher Limited	Framework	£32,512	6/2/26	31/3/26	0	31/3/26
NC3A-097-2526	Provision of Urgent IOSH & NEBOSH Training Requirements	Woodward Safety Health and Environment Ltd	Direct Award	£32,076	28/1/26	31/3/26	0	31/3/26
F3A-090-2526	Executive Staff Services	FWB Executive Search Ltd	Framework	£32,000	21/1/26	30/4/26	0	30/4/26
PRJ001066	Kilmarnock FS Refurb Site investigations	Morgan Sindall	Scape Framework	£31,911	03/07/25	21/7/25	N/A	21/7/25
PRJ000813	Alnwickhill Road Temp. Station – Works Costs	RFM	Framework	£30,291	20/08/25	On completion	N/A	8/6/26
F5A-101-2526	Provision of Interim IT Staff Services	ASA Recruitment	Framework	£30,225	6/2/26	31/3/26	2	8/5/26
PRJ0001157	Newbridge Training Centre Hose Steam Unit	RFM	Framework	£30,212	02/02/26	31/3/26	N/A	30/4/26
F5A-089-2526	Provision of Interim IT Staff Services	Venesky Brown	Framework	£29,456	22/1/26	3/4/26	3	2/7/26
F5A-106-2526	Provision of Interim IT Staff Services	Venesky Brown	Framework	£25,050	16/2/26	2/4/26	3	2/7/26
PRJ0001148	National Training Centre Hose Steam Unit	RFM	Framework	£24,954	21/11/25	27/2/26	N/A	5/3/26
F3A-003-2425	Provision of Heat Detectors	Aico Limited	Framework	£24,626	7/4/25	31/5/25	0	31/5/25

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
T2A-092-2425	Provision of Firefighting Foam Lot 2 1/3 Foam	Angloco Limited	Framework	£22,800	21/07/25	20/7/30	24	20/7/32
F5A-059-2526	Provision of Lucid Suite	Computacenter (UK) Limited	Framework	£21,595	25/9/25	1/10/26	0	1/10/26
F5A-034-2526	Provision of ArcGIS Enterprise System	Esri UK Limited	Framework	£21,140	19/6/25	22/6/26	0	22/6/26
F2B-070-2526 L6	Provision of Devices to Detect Emitted Gamma and Neutron Radiation	Kromek Limited	Framework	£17,650	4/12/25	7/12/28	12	7/12/29
PRJ000813	Liberton Fire Station – Labour Costs	RFM	Framework	£11,539	09/01/26	On completion	N/A	19/2/26
PRJ000813	Liberton Fire Station – PCSDA	Morgan Sindall	Framework	£11,032	18/08/25	2/2/2026	N/A	30/4/26
PRJ000814	Dalkeith FS Newbuild Precon Market Testing	Morgan Sindall	Scape Framework	£10,944	18/07/25	29/8/25	N/A	29/8/25
F5A-053-2526	Provision of Procurement Training (Dats)	Scotland Excel Academy	Framework	£9,360	4/9/25	31/3/26	0	31/3/26
PRJ000813	Liberton Fire Station – Survey Works	Franks Portlock	Framework	£9,150	02/04/25	On completion	N/A	28/8/26
PRJ001097	Campbeltown FS DF/CC Works – Redesign work	RFM	Framework	£8,926	25/06/26	On completion	N/A	10/9/26
PRJ001073,	Stewarton FS New Site Professional Services	Atkins	Scape Framework	£6,785	06/01/26	30/3/26	N/A	31/5/26
F3A-100-2526	Provision of Heat Detectors	AICO	Framework	£6,649	6/2/26	31/3/26	0	31/3/26
PRJ000813	Alnwickhill Road Temp. Station – Survey Works	Atkins Realis	Framework	£6,098	04/11/25	14/11/25	N/A	14/11/25
PRJ001097	Campbeltown FS DF/CC Works – Survey	RFM	Framework	£6,070	03/09/26	On completion	N/A	29/1/27

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
Q5A-040-2526	Provision of Recruitment Services	Eden Scott	Framework	£3,945	6/8/25	5/8/26	0	5/8/26
PRJ000813	Liberton Fire Station – Labour Costs	RFM	Framework	£1,226	18/12/25	On completion	N/A	13/1/26
PRJ000813	Alnwickhill Road Temp. Station – Survey Works	RFM	Framework	£896	25/7/25	On completion	N/A	14/8/26
F5A-053-2526	Provision of Procurement Training (Dats)	Sustainable Procurement Limited	Framework	£775	9/9/25	31/3/26	0	31/3/26
PRJ000813	Liberton Fire Station – Survey Works	RFM	Framework	£479	8/1/26	On completion	N/A	2/2/26
F3A-012-2526	Provision of Insurance Brokerage Services	Arthur J Gallagher	Framework	£0	25/7/25	31/3/26	48	30/3/30

Quotes

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
Q5A-105-2425	Provision of Adobe Licences	Phoenix Software	Quotation	£13,281	1/4/25	12/4/26	0	12/4/26
Q5A-025-2526	Provision of DaTS Training Requirements	QA Limited	Quotation	£29,862	13/5/25	31/3/26	0	31/3/26
Q3A-110-2425	Photography and Video Production	SNS Group	Quotation	£7,000	27/5/25	1/12/25	0	1/12/25
Q5A-032-2526	Provision of IT Health Check	NCC Group Security Services Limited	Quotation	£8,300	20/6/25	22/6/26	0	22/6/26
Q5A-036-2526	Provision of Pagers	Avoira Limited	Quotation	£48,621	16/7/25	15/7/26	0	15/7/26
Q5A-046-2526	Provision of Electronic Waste	Stone Technologies Ltd t/a Converge Technology Solutions	Quotation	£1,000	10/9/25	14/9/26	0	14/9/26
Q6A-052-2526	Provision of Scope 3 Supply Chain Carbon Emissions Analysis	CO2 Analysis	Quotation	£25,999	18/9/25	24/9/28	0	24/9/29
Q3A-065-2526	Development of a Service Management Strategy and Catalogue	Big Motive Ltd	Quotation	£41,875	4/11/25	31/3/26	0	31/3/26
Q3A-074-2526	Provision Treadmills	Origin Fitness Limited	Quotation	£49,999	19/11/25	30/3/26	0	30/3/26
Q3A-064-2526	Provision of Pay and Reward Review	Alvarez and Marsal Tax LLP	Quotation	£47,000	9/1/26	31/3/26	0	31/3/26
Q5A-086-2526	Provision of Pagers	Avoira Limited	Quotation	£49,998	19/1/26	19/1/26	3	19/4/26
Q5A-085-2526	Provision of Station Mobilising Encoders	Multitone Electronics PLC	Quotation	£46,998	2/2/26	31/3/26	0	31/3/26

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
Q5A-091-2526	Provision of Nessus Professional	Softcat PLC	Quotation	£25,703	5/2/26	9/2/29	0	9/2/29
Q3A-099-2526	Provision of RTC Instructor Course for Evaluation	United Kingdom Rescue Organisation	Quotation	£19,800	11/2/26	15/2/27	12	15/2/28
Q3A-096-2526	Provision of Emergency Response-Course content creation and professional services	Emergency Response Driver Training	Quotation	£9,563	12/2/26	31/3/26	0	31/3/26
Q3A-095-2526	Provision of Emergency Response Driver Training Instructor Courses	Emergency Response Driver Training	Quotation	£6,921	12/2/26	31/3/26	0	31/3/26
Q3A-094-2526	Provision of Emergency Response Driver Training Courses	Emergency Response Driver Training	Quotation	£20,655	12/2/26	11/2/27	0	11/2/27
Q3A-093-2526	Provision of Manikins for Training	Ruth Lee Limited	Quotation	£75,000	13/2/26	17/2/28	0	17/2/28
Q4A-107-2526	Provision of Ravaglioli Commercial Vehicle Roller Brake Tester	Arnold Clark Garage Equipment	Quotation	£29,995	26/2/26	30/5/26	0	30/5/26
Q3A-108-2526	Provision of Category C Large Goods Vehicle (LGV) EAST	CTTS Training	Quotation	£7,200	11/3/26	31/3/26	0	31/3/26
Q3A-108-2526	Provision of Category C Large Goods Vehicle (LGV) WEST	GTG Training	Quotation	£16,672	11/3/26	31/3/26	0	31/3/26
Q5A-109-2526	Provision of Loadbalancer Enterprise	Boxxe Limited	Quotation	£15,680	27/3/26	27/6/26	0	27/6/26

NCA's

Reference	Contract	Supplier	Procedure	Total Contract Value	Contract Award Date	Contract Expiry Date	Ext. Period (Months)	Contract Expiry Date(with Ext)
NC3A-113-2526	Provision of Large Animal Rescue Training Equipment	Resquip Ltd	NCA	£24,000	6/3/26	8/3/28	0	8/3/28
NC3A-116-2526	Provision of ALICE AI Platform	Generative AI Solutions Ltd	NCA	£12,000	19/3/26	9/3/27	0	9/3/27
NC3A-057-2526	Provision of What3Words	What3Words	NCA	£11,880	26/9/25	25/9/35	0	25/9/35
NC5A-068-2526	Provision of Online Learning Portal	Wray Castle Limited	NCA	£11,000	11/12/25	4/1/27	0	4/1/27
NC3A-016-2526	Recruitment of Health and Wellbeing Practitioner (OH)	OH Staffing; Greys Specialist Recruitment	NCA	£9,154	14/4/25	14/4/25	0	14/4/25
NC4A-098-2526	Provision of Cobra Cold Cut Maintenance Training	Cold Cut Systems Limited	NCA	£9,000	5/2/26	4/2/27	0	4/2/27
NC3A-013-2526	Recruitment of Clinical Lead-OH	OH Medical Recruitment Ltd; Gel Resourcing Ltd	NCA	£8,490	14/4/25	13/4/26	0	13/4/26
NC3A-114-2526	Provision of Job Gauge Software	Pilat Europe	NCA	£7,845	19/3/26	26/2/29	0	26/2/29
NC3A-111-2526	Provision of Training by Theatre at Work	Theatre at Work	NCA	£6,450	4/3/26	12/3/26	0	12/3/26
NC3A-033-2526	Provision of RYA VHF Radio Training Materials and Certification	Royal Yachting Association	NCA	£6,000	10/6/25	10/6/26	0	10/6/26

Appendix B: Future Regulated / Non-Regulated / Quotes / Non-Competitive Actions (NCA)

DDaT				
Title	**Financial Year**	**Activity**	**Type**	**Estimated Value (£)**
Firelink Devices and Accessories	2026/2027	Quick Quote	New Requirement	TBC
Unified Comms	2026/2027	Project	New Requirement	TBC
Fireground Radio Repeaters	2026/2027	Project	New Requirement	TBC
Identity and Access Optimisation	2026/2027	Project	New Requirement	TBC
Firewall Estate Modernisation	2026/2027	Project	New Requirement	TBC
Proxy Modernisation	2026/2027	Project	New Requirement	TBC
Service Management Optimisation	2026/2027	Project	New Requirement	TBC
Station Mobilising Optimisation	2026/2027	Project	New Requirement	TBC
Wide Area Network	2026/2027	Project	BAU	£3,000,000
Application Hosting Services	2026/2027	Project	BAU	£500,000
Boomi Software & Professional Services	2026/2027	Project	BAU	£420,000
Back-up Replacement	2026/2027	Project	BAU	£320,000
Mobile & Data Services	2026/2027	Project	BAU	£300,000
MS Teams Calling	2026/2027	Project	BAU	£280,000
Station Mobilising Kit (Inc. Pagers)	2026/2027	Project	New Requirement	£200,000
General Consumables	2026/2027	Project	Non-Contract Spend	£160,000
Penetration Testing	2026/2027	Project	BAU	£80,000
Lucid Suite	2026/2027	Project	BAU	£65,000
Audio Visual Installation & Maintenance	2026/2027	Quick Quote	BAU	£49,000
Adobe Subscription	2026/2027	Quick Quote	BAU	£48,000
Online Learning Portal	2026/2027	Quick Quote	BAU	£44,000

DaTS Training	2026/2027	Project	BAU	£41,700
Back-up Replacement	2026/2027	Contract Variation	New Requirement	£38,400
Cyber Security Training	2026/2027	Contract Variation	BAU	£29,232
Arc GIS EA - Professional Services	2026/2027	Contract Variation	BAU	£21,000
Geodemographic Dataset	2026/2027	Contract Extension	BAU	£20,000
ISDN / PSTN	2026/2027	Contract Variation	BAU	TBC
Electronic Waste Disposal	2026/2027	Quick Quote	BAU	£15,000
Egress Licences	2027/2028	Project	BAU	£125,000
Cyber Security Training	2027/2028	Project	BAU	£120,000

FDI (FINANCE AND PROCUREMENT)				
Title	**Due date**	**Activity**	**Type**	**Estimated Value (£)**
Corporate Business Solutions	2026/2027	Project	New Requirement	£1,200,000
Banking Services	2026/2027	Quick Quote	BAU	£15,000
CBS Assurance Reviews	2026/2027	Project	New Requirement	£2,970

GCS: GOVERNANCE & COMPLIANCE				
Title	**Due date**	**Activity**	**Type**	**Estimated Value (£)**
Risk Management System	2026/2027	Project	New Requirement	TBC

GSC: STRATEGY & CHANGE				
Title	**Due date**	**Activity**	**Type**	**Estimated Value (£)**
Rostering System (Ext. to existing system)	2026/2027	Contract Extension	BAU	TBC
NMS Technical Services	2026/2027	Project	New Requirement	TBC
CBS Technical Support	2026/2027	Project	New Requirement	TBC
Office Furniture	2026/2027	Project	BAU	£500,000
Media Planning & Buying	2026/2027	Project	Non-Contract Spend	£250,000
General Office Supplies	2026/2027	Contract Extension	BAU	£200,000
Service Delivery Modelling Programme	2026/2027	Project	BAU	£100,000
NMS Project Review (CAD)	2026/2027	Project	New Requirement	£9,900
Corporate Business Systems Project Review	2026/2027	Project	New Requirement	£9,900
Travel Services / Accommodation	2027/2028	Project	BAU	£5,400,000

PROPERTY				
Title	**Due date**	**Activity**	**Type**	**Estimated Value (£)**
Soft Facilities Management	2026/2027	Project	BAU	£30,000,000
Provision of De-icing Salt for Winter Maintenance	2026/2027	Project	BAU	£70,000
Provision of Office Furniture	2026/2027	Project	BAU	£500,000
Legionella Risk Assessment + Associated Services	2026/2027	Project	BAU	TBC
Contract Extension Hard FM Services	2026/2027	Contract Extension	BAU	TBC
Supply of Water and Wastewater	2027/2028	Project	BAU	£5,000,000
Supply of Electricity	2027/2028	Project	BAU	£31,000,000
Supply of Natural Gas	2027/2028	Project	BAU	£8,400,000

FLEET				
Title	**Due date**	**Activity**	**Type**	**Estimated Value (£)**
Welfare Pods	2026/2027	Project	New Requirement	TBC
Kone Crane Repair	2026/2027	NCA	BAU	TBC
Management Cars	2026/2027	Project	New Requirement	TBC
High Reach Appliances (re-tender)	2026/2027	Project	New Requirement	TBC
Light Pumping Appliances	2026/2027	Contract Extension	BAU	£3,186,064
Light Fleet – Cars	2026/2027	Contract Extension	BAU	£3,000,000
Service Maintenance Repairs	2026/2027	Project	Non-Contract Spend	£1,600,000
Light Fleet – Vans	2026/2027	Project	BAU	£1,500,000
Light Fleet – Other Vans	2026/2027	Contract Extension	BAU	£1,500,000
Light Fleet – Pickups	2026/2027	Contract Extension	BAU	£1,500,000
Tyres Glass and Fast Fit Solutions	2026/2027	Non-Contract Spend	Non-Contract Spend	£1,500,000
Vehicle Telematics	2026/2027	Project	BAU	£1,400,000
SCBA Vehicle Conversions	2026/2027	Project	New Requirement	£1,300,000
Liquid Fuels	2026/2027	Project	BAU	£1,200,000
Wildfire Phase 2	2026/2027	Project	New Requirement	£935,000
Heavy Appliance Annual Inspections and Related Services	2026/2027	Project	BAU	£550,000
Modification of Welfare Vehicles	2026/2027	Project	New Requirement	£400,000
Fuel Site Management	2026/2027	Non-Contract Spend	Non-Contract Spend	£400,000
Vehicle Installation Services	2026/2027	Project	Non-Contract Spend	£400,000
Testing Maintenance of Garage Equipment	2026/2027	Non-Contract Spend	Non-Contract Spend	£361,486
Workwear	2026/2027	Non-Contract Spend	Non-Contract Spend	£250,000
Vehicle Recovery Services	2026/2027	Project	Non-Contract Spend	£100,000
Vehicle Spare Parts & Workshop Consumables	2027/2028	Project	BAU	£4,500,000

OPERATIONAL DELIVERY				
Title	**Due date**	**Activity**	**Type**	**Estimated Value (£)**
Provision of Water Carriers	2026/2027	Project	BAU	£500,000
Control Units New Dimensions Assets	2026/2027	Project	BAU	£460,000

PEOPLE				
Title	**Due date**	**Activity**	**Type**	**Estimated Value (£)**
Temporary Staff Framework	2026/2027	Project	BAU	TBC
Psychometric Testing Services	2026/2027	Project	BAU	£260,383
Ill Health Retiral IQMP Services	2026/2027	Project	BAU	£250,000
iTrent Contract Extension	2026/2027	Contract Extension	BAU	£230,000
My Job Scotland Website	2026/2027	Project	BAU	£121,560
Collective Learning Partnership	2026/2027	Project	BAU	£96,000
NFCC Supervisory & Middle Manager Programme Licences	2026/2027	Project	BAU	£50,000
Pay and Reward Review Phase 2	2026/2027	Quick Quote	New Requirement	£50,000
Independent Confidential Reporting Line	2026/2027	Quick Quote	BAU	£40,241
ALICE AI Software	2026/2027	Project	New Requirement	£36,000
Ill Health Pension Appeal Boards & Reports	2027/ 2028	Project	BAU	£162,000
Asbestos Medicals	2027/ 2028	Project	BAU	£450,000
Health and Wellbeing Management System	2027/2028	Project	BAU	£172,000
Flood and Water Rescue Accreditation	2027/2028	Project	BAU	£94,000
External Physiotherapy Services	2027/2028	Quick Quote	BAU	£49,000
Medical Appeals Board Services	2027/2028	Project	BAU	TBC

PREVENTION				
Title	**Due date**	**Activity**	**Type**	**Estimated Value (£)**
Provision of Enhanced Warning and Signage Equipment	2026/2027	Project	New Requirement	TBC
Provision of Hydrant Inspection and Maintenance Equipment	2026/2027	Project	BAU	TBC
Provision of Prevention Database	2026/2027	Project	New Requirement	TBC
Provision of Hydrant Management System	2026/2027	Project	New Requirement	TBC
Provision of OI Management System	2026/2027	Project	New Requirement	TBC
Provision of Phase 2 Museum Website	2026/2027	Quick Quote	New Requirement	TBC
Fire Retardant Textiles	2026/2027	Project	BAU	£600,000
Provision of Protection Officers Training	2026/2027	Project	BAU	£337,122
Provision of VR Goggles	2026/2027	Project	New Requirement	£200,000
Provision of Smoke and Heat Detectors	2026/2027	Project	BAU	£51,860
Provision of a Wildfire Intelligence Tool	2026/2027	Project	New Requirement	£49,500
Provision of Community Risk Index Model CRIM	2026/2027	Project	BAU	£25,000
Provision of Analysing Resilience Trg (SCQF Level 7)	2026/2027	Quick Quote	BAU	£7,461

PPE / EQUIPMENT				
Title	**Due date**	**Activity**	**Type**	**Estimated Value (£)**
Small Handheld Tools and Power Tools	2026/2027	Project	BAU	TBC
Framework Direct Award Supported Business for Mattresses	2026/2027	Project	New Requirement	TBC
Provision of Drones	2026/2027	Quick Quote	New Requirement	TBC
Self Contained Breathing Apparatus	2026/2027	Project	BAU	£12,000,000
NFCC Fire Kit	2026/2027	Project	BAU	£11,760,000
Provision of Wildland PPE	2026/2027	Project	BAU	£3,205,000
Provision of Engineering Inspections	2026/2027	Project	BAU	£1,300,000
Provision of Medical and Industrial Gases	2026/2027	Project	BAU	£900,000
Lay Flat Fire Delivery Hose	2026/2027	Project	BAU	£850,000
Provision of Disposable PPE	2026/2027	Project	BAU	£840,000
Provision of BA Compressors	2026/2027	Project	New Requirement	£800,000
Thermal Image Cameras (incl. Intrinsically Safe)	2026/2027	Project	BAU	£300,000
Provision of Uniform and Workwear	2026/2027	Contract Extension	BAU	£250,000
Provision of Powered Rescue Equipment	2026/2027	Contract Extension	BAU	£250,000
Provision of Smoke Curtains	2026/2027	Project	BAU	£250,000
Provision of Airbags	2026/2027	Project	BAU	£220,000
Servicing / Maintenance / Repair of BA Compressors	2026/2027	Contract Extension	BAU	£165,000
Provision of Light Portable Pumps	2026/2027	Contract Extension	BAU	£160,000
Contract Extension Water Rescue PPE	2026/2027	Contract Extension	BAU	£150,000
Defibrillators	2026/2027	Contract Extension	BAU	£130,000
Provision of Medical Supplies	2026/2027	Contract Extension	BAU	£60,000

Fire Fighting Equipment Standpipes etc	2026/2027	Project	BAU	£60,000
Provision of Trauma Care Back Packs	2026/2027	Project	BAU	£47,500
Provision of Portable Fume Cabinets	2026/2027	Quick Quote	New Requirement	£40,000
Provision of Servicing of SFRS Boats	2026/2027	Non-Contract Spend	Non-Contract Spend	£37,200
Semi Rigid Fire Delivery Hose	2026/2027	Project	BAU	£37,000
Hapsite Smart Plus Maintenance Services	2026/2027	Contract Extension	BAU	£33,395
Provision of USAR Helmets	2026/2027	Non-Contract Spend	New Requirement	£22,450
Fluid Transfer Equipment Fire Fighting Branches	2026/2027	Contract Extension	BAU	£18,500
Provision of Backpack Sprayers	2026/2027	Non-Contract Spend	Non-Contract Spend	£14,000

TSA				
Title	**Due date**	**Activity**	**Type**	**Estimated Value (£)**
Wildfire Technical Burns Training	2026/2027	Project	BAU	TBC
(W) Treadmills and Other Non Weight Bearing Equipment	2026/2027	Project	New Requirement	TBC
Nilo Training	2026/2027	Project	BAU	TBC
(W) Provision of Optical Aids	2026/2027	Non-Contract Spend	BAU	TBC
Provision of HAZMAT Scientific Advisory Services	2026/2027	Project	BAU	£1,587,897
Replacement for LCMS PDR PRO System	2026/2027	Project	New Requirement	£1,520,674
Scrap Cars Regulation 33	2026/2027	Project	BAU	£1,200,000
(W) Occupational Physician Provider - Health Services	2026/2027	Project	BAU	£807,040
Timber for Operational and Training Requirements	2026/2027	Project	Non-Contract Spend	£608,112
IOSH & NEBOSH Training Requirements	2026/2027	Project	BAU	£500,000
(W) Occupational Health Services Variation 03	2026/2027	Contract Variation	BAU	£360,000
(W) Gymnasium Equipment Maintenance	2026/2027	Project	BAU	£250,000
(W) Specialist Medical Supplies	2026/2027	Project	BAU	£243,750
Training Scheduling System	2026/2027	Project	New Requirement	£100,000
Provision of Catering for Dumfries Training Courses	2026/2027	Quick Quote	BAU	£50,000
(W) Equipment Calibration Services	2026/2027	Quick Quote	BAU	£47,790
(W) Post Incident Support Extension 2	2026/2027	Contract Extension	BAU	£25,500
Provision of Pre-Hospital Trauma Life Support Training	2026/2027	Quick Quote	BAU	£24,960
Provision of Training Systems Variation 01	2026/2027	Contract Variation	New Requirement	£12,800
(W) Cartwright Software - Fitness Software	2026/2027	Quick Quote	BAU	£9,000
Provision of Manufacturer Instructor Aerial Appliance Course	2026/2027	NCA	New Requirement	£8,715
RYA VHF Radio Training Materials and Certification	2026/2027	NCA	BAU	£6,000
Provision of Bulk Calcium Hydroxide	2026/2027	Quick Quote	BAU	£5,694

(W) Employee Assistance Programme Additional Bundles	2026/2027	Contract Variation	BAU	£3,180
High Reach Appliance Instructor/Operator Training Services	2027/2028	Project	BAU	£700,000
(W) Employee Assistance Programme	2027/2028	Contract Extension	BAU	£106,000
External Physiotherapy Services	2027/2028	Quick Quote	BAU	£49,000
Driving Examiners Course	TBC	NCA	New Requirement	£15,000

Appendix Ci. Robertson Facilities Management (RFM) Hard FM Contract

Contractor: Robertson Facilities Management

Summary

The Hard Facilities Management contract delivered by Robertson Facilities Management continues to provide significant social, economic and environmental benefits in addition to the delivery of core facilities management services. Throughout the reporting period, the contract supported local businesses, workforce development, sustainability objectives and community wellbeing through a range of initiatives delivered across Scotland. Performance against a number of agreed community benefit commitments has met or exceeded target levels, demonstrating the wider value generated through the contract.

Supply Chain and Economic Impact

The contract continues to support local economic development through extensive engagement with SMEs, supply chain partners and supplier development initiatives.

- Approximately 81% of subcontracted expenditure was directed to Small and Medium-sized Enterprises (SMEs), supporting local businesses and regional economic growth.
- More than 1,050 hours of supply chain support activity were delivered through subcontractor forums, pre-start meetings, health and safety meetings, workshops and supplier engagement events.
- Around 158 hours of Meet the Buyer activity were delivered through local and national supplier engagement events.
- Participation in regional and national Meet the Buyer events helped raise awareness of contract opportunities and encourage participation from local suppliers.
- Supply chain partners were provided with access to business support, sustainability training and accredited learning opportunities through Supply Chain Sustainability School programmes and related supplier development initiatives.
- Engagement was undertaken with social enterprises, third sector organisations and voluntary sector partners to identify opportunities to increase participation within the contract supply chain.

Environmental Sustainability and Climate Change

A range of initiatives were undertaken to support carbon reduction, energy efficiency and waste reduction objectives across the SFRS estate.

- Carbon reduction projects delivered through the contract have generated approximately 3,600 tonnes of carbon savings to date.
- Energy efficiency improvements included the installation of electric vehicle charging infrastructure, boiler replacement programmes, roof replacement projects and window upgrades.
- A major solar energy installation project was completed to support decarbonisation and renewable energy objectives.

- Approximately 8,420 miles were travelled using low-emission vehicles in support of contract delivery.
- All company vehicles supporting delivery of the contract are hybrid or electric vehicles.
- Waste management initiatives and recycling partnerships continued to divert significant levels of waste from landfill.
- Waste diversion performance of approximately **98%** was achieved through recycling and recovery initiatives.
- Ongoing monitoring of energy and carbon performance continues to support the SFRS Climate Change Response Plan and wider sustainability objectives.

Fair Work, Workforce Development and Skills

The contract continued to support Fair Work principles, workforce wellbeing and skills development across the workforce and supply chain.

- Ongoing monitoring and reporting of gender pay gap performance was undertaken alongside wider Diversity, Equity and Inclusion initiatives.
- A Diversity, Equity and Inclusion Strategy and supporting policies were implemented to promote equality and inclusion within the workforce.
- Regular pay reviews and Fair Work initiatives were undertaken throughout the reporting period.
- Approximately 1,650 employees benefited from wellbeing programmes delivered through the contract.
- Wellbeing support included flexible working arrangements, wellbeing forums, mental health support, Mental Health First Aider provision, physical wellbeing initiatives and employee assistance programmes.
- Around 240 apprenticeship weeks were delivered during the reporting period, supporting apprenticeship opportunities and workforce development across a range of trades and disciplines.
- Apprenticeship and training programmes continued to provide practical learning and career development opportunities for young people entering the construction and facilities management sectors.
- Equality, diversity and inclusion training continued to be provided to employees and supply chain partners.

Community Benefits and Social Value

The contract has delivered a wide range of community benefits and social value initiatives supporting local communities across Scotland.

- Approximately £13,500 was provided in charitable donations and in-kind support during the reporting period.
- Beneficiaries included the Fire Fighters Charity, Samaritans, SFRS Family Support Trust, Rett UK, Start Up Stirling and Fresh Start.

- Community projects included the installation of defibrillators within local communities and support for a range of local initiatives and charitable causes.
- Support was provided for youth volunteer schemes, schools, colleges and employability initiatives.
- Mentoring, employability support and curriculum engagement activities were delivered to support young people and individuals seeking employment opportunities.
- Financial and practical assistance was provided to community organisations through donations of materials, labour and professional expertise.
- Health and wellbeing initiatives included mental health awareness activities, coffee mornings, wellbeing walks and campaigns promoting physical and mental wellbeing.
- Community engagement activity was undertaken with local authorities, educational establishments, community groups and SFRS personnel to identify and deliver local priorities.
- More than 410 hours of volunteering activity were delivered by employees in support of local communities and charitable initiatives.
- Ongoing support was provided to older, disabled and vulnerable people through partnerships with care homes, schools and community organisations.
- Community initiatives supported organisations assisting older people, disabled individuals and vulnerable groups across multiple local authority areas.
- Activities were undertaken to strengthen community resilience, improve wellbeing and support social inclusion within communities served by the Scottish Fire and Rescue Service.

Appendix Cii. Sodexo Soft FM Contract

Contractor: Sodexo

Summary

The Soft Facilities Management contract delivered by Sodexo continues to generate significant social, economic and environmental benefits in addition to the provision of core services across the Scottish Fire and Rescue Service estate. Through investment in workforce development, environmental sustainability, community engagement, charitable initiatives and responsible resource management, the contract has delivered measurable outcomes supporting SFRS priorities and wider community wellbeing objectives. The contract demonstrates how procurement can deliver benefits beyond service delivery, creating positive impacts for employees, communities and the environment.

Workforce Development and Skills

The contract continues to support workforce development through training, career progression and employee wellbeing initiatives.

- 380 hours of training were delivered to contract staff during the reporting period.
- 330 frontline training modules were completed.
- 18 colleagues completed the Bronze Cleaning Training Academy.
- 2 colleagues completed Bronze Security Training, with a further colleague progressing towards Gold Security Training.
- 4 colleagues completed First Aid qualifications and a further 3 colleagues commenced Mental Health First Aid training.
- Colleagues participated in career development programmes including the Aspiring Frontline Managers Programme and the Accelerate Programme.
- Training and development activities contributed to workforce capability, employee engagement and long-term career progression.

Environmental Sustainability and Climate Change

The contract continues to support sustainability objectives through waste reduction, biodiversity enhancement and carbon reduction initiatives.

- Food waste was reduced by 49% through the use of the WasteWatch programme.
- Food waste prevention measures avoided approximately 9 tonnes of CO_2 emissions, conserved water equivalent to 31,199 bathtubs, and helped preserve an estimated 2,333 meals.
- Waste equivalent to £1,039 was prevented through food waste reduction initiatives.
- Zero waste was sent to landfill during the reporting period.
- Waste sent for disposal reduced by 11.49 tonnes compared with the previous year.

- Waste recovery increased by 20.65 tonnes, supporting more sustainable waste management practices.
- Recycling performance increased to 47% across the contract.
- Through the use of electric vehicles, approximately 35,000 miles were travelled resulting in an estimated reduction of 6.4 tonnes of CO_2e emissions.

Biodiversity and Natural Environment

A range of initiatives were undertaken to support biodiversity and environmental enhancement across the SFRS estate.

- 14 SFRS locations participated in the national No Mow May campaign.
- Every participating site recorded an increase in plant species and plant cover.
- 30 new plant species were identified across participating sites.
- Increased pollinator activity was observed, including bumble bees, hoverflies and other beneficial insects.
- A bug hotel was created at Bellshill Fire Station to support local biodiversity.

Circular Economy

The contract supply chain continues to deliver environmental and social value through waste diversion, reuse and sustainable procurement initiatives.

- Partnership with Waste to Wonder enabled the reuse and redistribution of surplus furniture and equipment.
- 725 items were collected and diverted for reuse rather than disposal.
- 21,541kg of equipment was retained in productive use through reuse initiatives.
- Furniture with an estimated value of £40,863 was donated to support schools, charities and community organisations.
- Reuse activities generated an estimated carbon saving of more than 49 tonnes.

Sustainable Supply Chain

The contract supply chain continues to support environmental sustainability and resource efficiency objectives through partnership working and circular economy initiatives.

- Working with recycling and resource recovery partner Enva, 30 sites transitioned from landfill disposal to alternative waste recovery methods, resulting in approximately 5 tonnes of waste being diverted from landfill.
- Supply chain partners continued to invest in sustainability initiatives supporting waste reduction, resource efficiency and environmental protection.

Community Benefits and Social Value

The contract continues to deliver tangible benefits to local communities through volunteering, charitable support, fundraising and community engagement activities.

- Contract staff completed 65 volunteering hours during the reporting period.
- More than £5,300 was raised in support of local communities and charitable causes.
- Sodexo sponsored the annual SFRS Santa Dash, contributing £4,000 in support of the Fire Fighters Charity.
- Colleagues donated 100 selection boxes to firefighters working during the Christmas period.
- Three community breakfast clubs were hosted within fire stations, helping to strengthen community engagement and local connections.
- Employees supported Fareshare through volunteering activity and the donation of 258kg of food to help address food poverty.
- Fundraising activities generated more than £1,100 for charities including Macmillan Cancer Support and Stop Hunger.
- Colleagues supported community and charitable initiatives including food bank collections, Royal British Legion fundraising activities and professional mentoring through career progression programmes.

Appendix Ciii Alloa Fire Station

Project: Alloa Fire Station Reconfiguration

Contractor: Morgan Sindall Construction (SCAPE Framework)

The Alloa Fire Station redevelopment project demonstrates how procurement can deliver benefits beyond the core contract requirements. Through targeted employability, education, community support and health initiatives, the project has generated tangible social value outcomes for local people and organisations while supporting SFRS's wider community wellbeing objectives.

The project has exceeded a number of the social value targets agreed at contract award, demonstrating a strong focus on supporting the local economy, workforce development and sustainable delivery.

Local Economic Impact

- 67% of project spend was directed to suppliers located within 20 miles of the project, significantly exceeding the agreed target of 10%, helping to maximise economic benefit within the local area.
- 56% of total spend was awarded to Small and Medium-sized Enterprises (SMEs), surpassing the target of 50% and supporting growth within the local business community.
- 28% of the workforce engaged on the project lived within 20 miles of the site, almost three times the target of 10%, creating employment opportunities and retaining economic benefits locally.

Employment and Skills Development

- 27.3 apprenticeship weeks were delivered through the project compared with a target of 15 weeks, providing practical training and career development opportunities within the construction sector.
- 18 hours of employability support were provided to young people, significantly exceeding the target of 5 hours through engagement with local schools and careers events.

Environmental Performance

- The project recorded 4,868 miles travelled using low or zero-emission vehicles, substantially exceeding the target of 200 miles and contributing towards reduced carbon emissions associated with project delivery.

Community Wellbeing

- £1,200 of social value investment was delivered through initiatives supporting healthier, safer and more resilient communities, exceeding the agreed target of £500.
- A range of education, health and community engagement activities were undertaken throughout the reporting period to support local people and organisations.

Employability and Career Skills

- World of Work Taster Event, which involved 18 pupils from Wallace High School participating in CV writing and interview skills workshops delivered by project supply chain partner FES.
- Pupils received practical guidance on career pathways, job applications and interview techniques, helping improve employability awareness and confidence.

Education and STEM Engagement

Sunnyside Primary School STEM Workshop

- A STEM workshop delivered in partnership with Nil By Mouth encouraged pupils to develop teamwork, communication and problem-solving skills through practical construction-related challenges.
- The activity promoted interest in STEM subjects while demonstrating the value of collaboration and creative thinking.

Health and Wellbeing

Healthy Employee Health Checks

- Health screening sessions were delivered for Fire Station personnel and project supply chain staff.
- Services included prostate cancer screening, thyroid testing and blood pressure assessments.
- A total of 18 individuals participated in the programme, promoting preventative healthcare and wellbeing within the workplace.

Appendix Civ. Stirling Fire Station

Project: Stirling Fire Station Reconfiguration

Contractor: Morgan Sindall Construction (SCAPE Framework)

Key Outcomes Delivered

Summary

The Stirling Fire Station project demonstrates how procurement can deliver benefits beyond the core contract requirements. Through targeted employability, education, community support and health initiatives, the project has generated tangible social value outcomes for local people and organisations while supporting SFRS's wider community wellbeing objectives.

The project has delivered significant social value outcomes across the local economy, workforce development, environmental sustainability and community wellbeing, exceeding a number of the targets agreed at contract award.

Local Economic Impact

- 59% of project spend was awarded to SMEs, exceeding the target of 50% and supporting local and regional businesses within the supply chain.
- 66% of project spend was directed to suppliers located within 20 miles of the project, substantially exceeding the target of 10% and maximising economic benefit within the local area.
- 20% of the workforce engaged on the project lived within 20 miles of the site, double the target of 10%, creating local employment opportunities and retaining economic value within the community.
- The project generated £4,011.51 of ethical supply chain value and support, significantly exceeding the agreed target.

Employment and Skills Development

- 20 hours of support for young people entering work were delivered through careers events and employability activities, exceeding the target of 5 hours.
- 395 staff hours were invested in school and college engagement activities, almost double the target of 200 hours, helping to raise awareness of careers in construction and the built environment.
- 14.3 apprenticeship weeks were delivered during the reporting period, providing practical training and industry experience for apprentices working on the project.

World of Work Employability Event

- Delivered CV writing and interview skills workshops for 20 pupils from Stirling High School.
- Provided practical employability advice and interview preparation.
- Increased young people's confidence and readiness for future employment opportunities.

Community Wellbeing

- The project delivered £1,463 of social value investment through initiatives supporting healthier, safer and more resilient communities, almost three times the target of £500.
- Community initiatives included employability workshops, STEM education activities, support for local community organisations and health screening programmes benefiting local residents and fire station personnel.

Support for Big Noise Raploch

- Donated outdoor toys and equipment to support activities delivered through the Summer Club programme.
- Contributed to a positive and engaging experience for local children attending the facility.
- Supported a well-established community organisation delivering long-term social benefits within the Stirling area

STEM Engagement

- Supported a STEM workshop at Bridge of Allan Primary School.
- P7 pupils participated in practical design and construction challenges focused on teamwork, communication and problem solving.
- Promoted interest in engineering, construction and STEM-related careers.

Environmental Performance

- The project incorporated sustainable delivery measures, including the use of low or zero-emission vehicles during construction activities.

Work Experience Placement

- Hosted an S6 pupil from Clyde Valley High School on site.
- Provided experience of construction site management, health and safety processes, inspections and project delivery activities.
- Offered direct insight into careers within the construction sector.

Community Health and Wellbeing Initiative

- Delivered a health screening event in partnership with The Healthy Employee.
- Provided preventative health checks including prostate cancer screening, thyroid testing and blood pressure assessments.
- 28 individuals participated, including local residents and Stirling Fire Station personnel.
- Promoted early intervention, health awareness and community wellbeing.

Appendix Cv. Kilmarnock Fire Station

Project: Kilmarnock Fire Station Reconfiguration

Contractor: Morgan Sindall Construction (SCAPE Framework)

Although the refurbishment project remains ongoing, it has already generated significant social value through local employment, support for SMEs, skills development, educational engagement, health and wellbeing initiatives, and environmental improvements. Further benefits are expected to be delivered as the project progresses towards completion.

Economic Benefits

- 79% local supply chain spend within 20 miles.
- 98% SME spend, significantly exceeding the 50% target.
- Ethical supply chain spend and support recorded at £9,949.
- 45% local labour employed from within 20 miles, significantly exceeding the agreed target.

Skills and Employment

- Apprenticeship opportunities delivered (15.3 weeks against a target of 15 weeks).
- Support for young people into work through employability activity.
- A CV writing and interview skills workshop for pupils from Kilwinning Academy, helping young people develop employability skills and improve readiness for future employment opportunities.

Community Benefits

- STEM workshop delivered to pupils at Gargieston Primary in partnership with Nil By Mouth, encouraging teamwork, problem solving and collaborative learning.
- Investment of £1,200 in initiatives supporting healthier, safer and more resilient communities.
- School and college engagement activity exceeding target levels.

Health and Wellbeing

- Delivery of The Healthy Employee programme for operational crews and supply chain partners.
- Health screening included blood pressure checks, thyroid screening and PSA testing.
- Provision of wellbeing advice and signposting to additional support services.

Environmental Benefits

- 1,505 miles travelled using low or zero-emission vehicles against a target of 200 miles.

SCOTTISH FIRE AND RESCUE SERVICE

Scottish Fire and Rescue Service Board

Report No: B/FCS/08-26

Agenda Item: 15

Report to:	**THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**29 OCTOBER 2026**							
Report Title:	**RESOURCE BUDGET MONITORING REPORT - SEPTEMBER 2026**							
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To advise the Board of the Resource Budget position for the period ending 30 September 2026 (Period 6) and to note progress on the recommended actions detailed in section 4.1.
2	**Background**
2.1	The Scottish Government initially allocated funding via the Scottish Budget to SFRS for 2026/27 of £436.0million. This funding comprises Resource and Capital Departmental Expenditure Limit (DEL) of £353.6million and £48.4million respectively, and £34.0million in respect of depreciation (Ring-fenced or "non-cash" DEL).
2.2	SFRS will receive, as part of the Autumn Budget Revision (ABR), an allocation of £5.3million. This consists of £4.0million operational support and £1.3million specifically to fund the uniformed staff pay award pressure. On this basis, the reported SFRS Resource DEL for 2026/27 will be **£358.9million**.
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 outlines a current overspend of £2.187 million against budget, with the projected year-end position indicating an overspend of **£3.316 million**. This reflects a negative swing of £0.614 million compared to last month. Further management action and SLT decisions will likely be required to agree a path to balance.
3.3	The year began with a funding gap of £2.169 million, after taking account of the agreed £4 million of additional Scottish Government support. The main areas now affecting the forecast position are summarised below.
3.4	Employee costs: • An underspend for Control of £0.408million due to current vacancies. • Wholetime costs are forecast to underspend by £0.136 million. This reflects the continued positive financial impact of Tier 2 business rules on overtime and the expected level of retirals to the end of March 2027. • On-call costs are forecast to overspend by £0.562 million, mainly due to increased operational demand linked to the earlier, significant wildfire incidents. • An overspend for Support of £0.083million due to additional, short-term resources

	supporting enabling infrastructure projects.
3.5	Other Costs, noting the variability of operational activity: • An overspend for Supplies & Services of £1.007million. This is due to the late arrival of contaminant control kit that had originally been expected before 31 March 2026, additional costs from recent wildfire incidents, higher IT hosting costs following the closure of Saughton House services, and increased hydrant maintenance costs passed on by the third-party supplier. A new pressure relating to a legacy insurance claim has also increased forecast costs. • Transport costs are forecast to overspend by £0.721 million, mainly due to sustained higher fuel prices and increased operational activity mainly relating to wildfires. • Property is forecast to overspend by £0.618 million. This is mainly due to the ongoing demand on emergency repairs and maintenance resulting in a forecast overspend of £0.800 million. It should be noted that 65% of the current allocation is already committed. This pressure is partly offset by a forecast £0.200 million underspend on rates due to transitional relief and the latest revaluation exercise. • Third Party Payments are forecast to overspend by £0.140 million. This is primarily due to the continued use of an external supplier for asbestos screening, as the in-house team has not yet been recruited. This pressure is partly offset by reduced demand for physician services. • Income is forecast to be £0.400 million higher than budget, reflecting improved returns from the Biomass agreement, additional rental income from shared services, more chargeable events, 3rd party compensation and recovery of costs linked to support for the Commonwealth Games. • Unallocated savings remain a significant pressure. After reflecting additional Scottish Government support and revised Firelink requirements, a potential gap of £1.254 million remains. • Other Employee costs are forecast to underspend by £0.125 million, primarily due to lower than anticipated roll-out costs to support the new Self-Contained Breathing Apparatus implementation.
3.6	Current information indicates that the additional cost of the recent wildfire response has now approached c£1,000,000. This includes costs relating to staffing, welfare, fuel and equipment.
3.7	Appendix A sets out the key risks that could affect the reported financial position. The most significant risks relate to a potential increase in the support staff pay award if Consumer Price Index levels do not decrease significantly over the coming months, and continuing cost pressures linked to enabling infrastructure projects, hydrant maintenance, wholetime rank mix and overtime. There are also potential opportunities to reduce costs, including delays to planned initiatives, possible commercial compensation, or changes to current operational business rules. Support in relation to legacy insurance claims may also be forthcoming.
4	**Recommendation**
4.1	The Board is asked to scrutinise the report.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** In relation to the risk of failing to provide a safe and effective emergency response SFRS has a **Minimalist** appetite.
5.1.2	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.

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

5.15 5.15.1	**Prevention** The Prevention implications are detailed within the report.	
6	**Core Brief**	
6.1	The Director of Finance, Digital and Infrastructure advised the Board of the resource budget position for the period ending 30 September 2026. The September 2026 resource monitoring report shows a current overspend against resource budget of £2.187million, with a forecast year-end resource overspend of £3.316million.	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	James Wallace, Director of Finance, Digital & Infrastructure
7.2	**Level of Assurance: (Mark as appropriate)**	**Reasonable**
7.3	**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.
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 & Procurement
Presented by:	James Wallace, Director of Finance, Digital & Infrastructure

Links to Strategy and Corporate Values

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

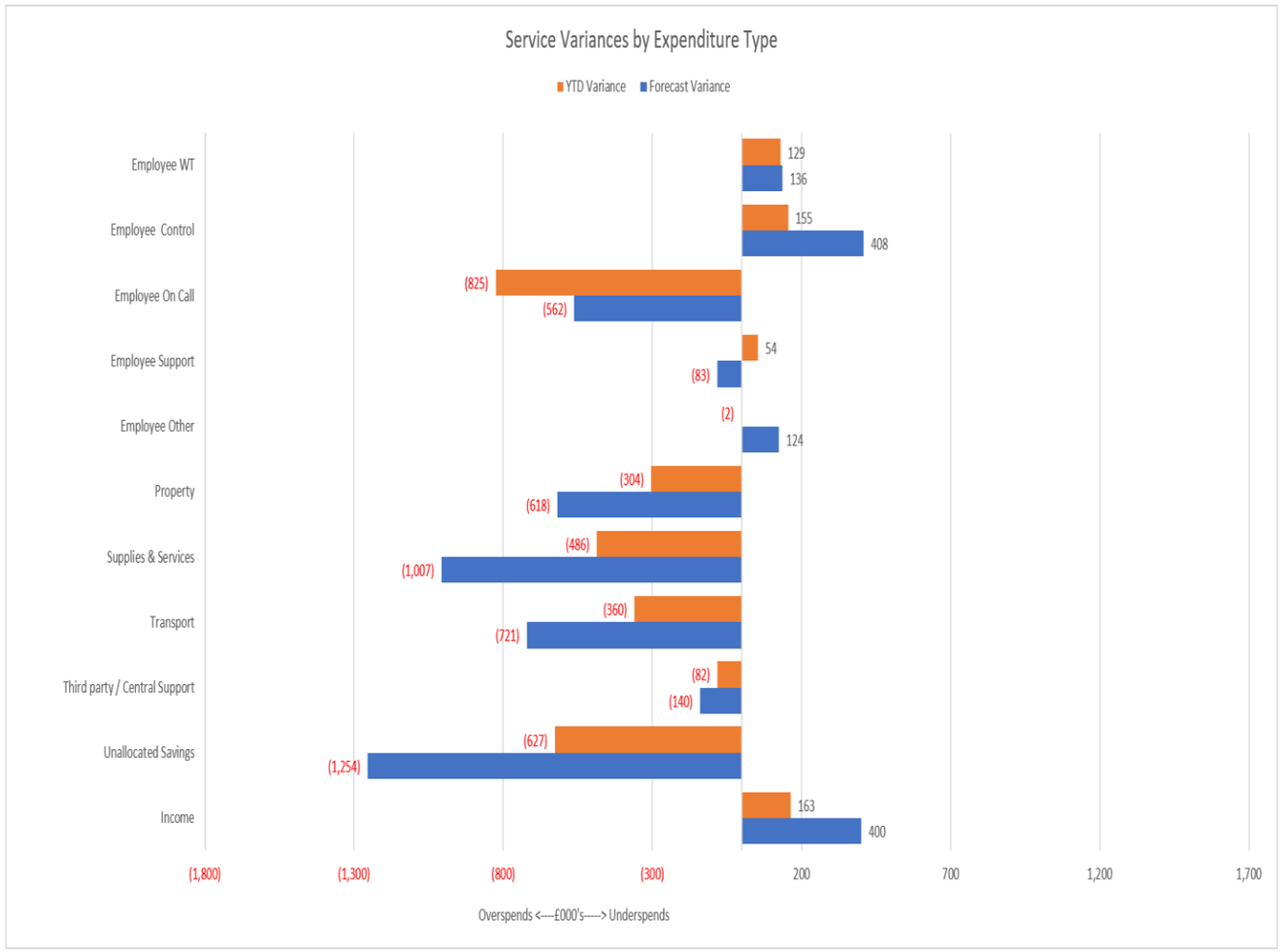
Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/Outcomes
Strategic Leadership Team	*21 October 2026*	*For Decision*	
SFRS Board	*29 October 2026*	*For Scrutiny*	

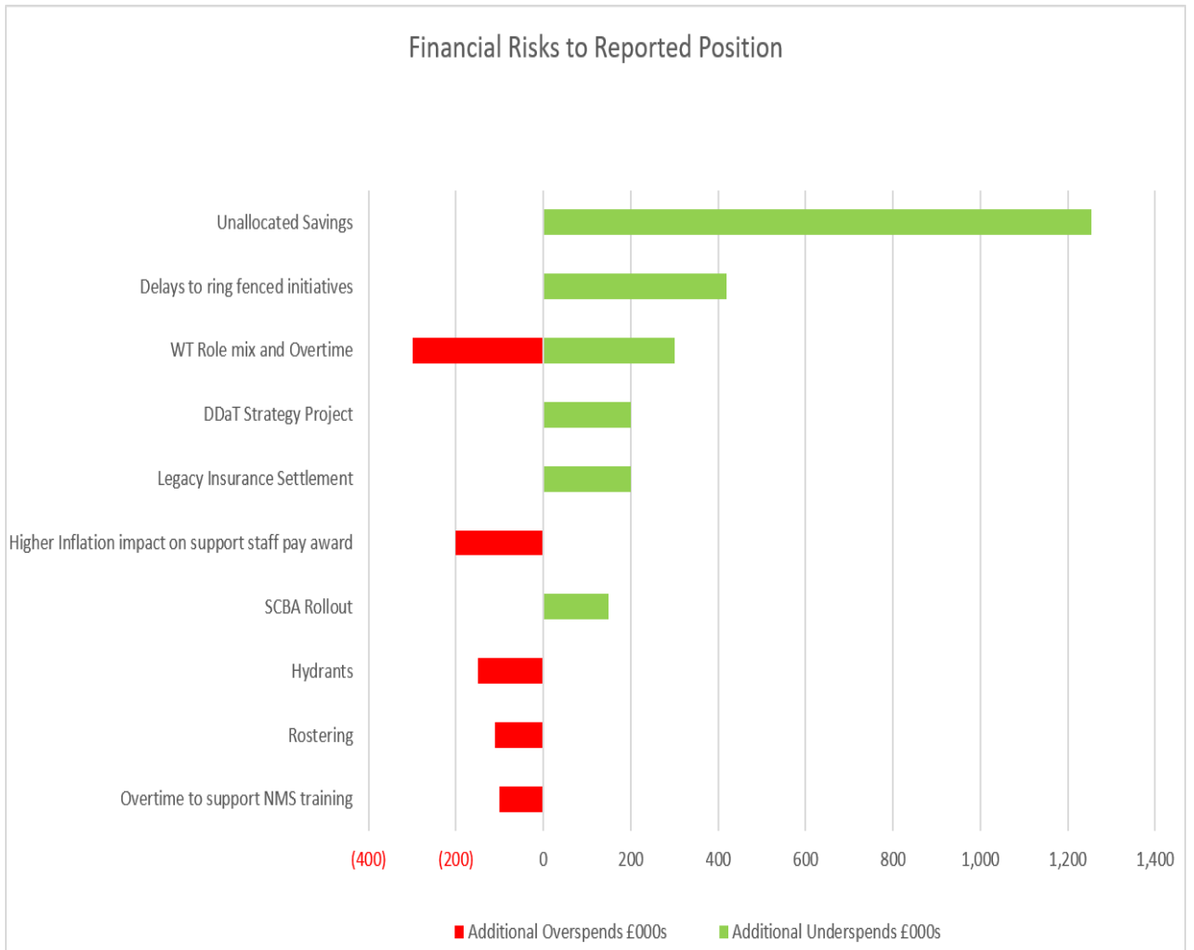
Appendix A

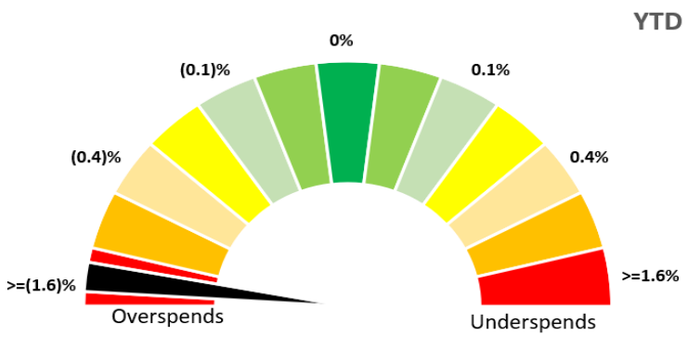
Consolidated Financial Position

September 2026

SFRS Financial Overview 2026/2027 Period 6

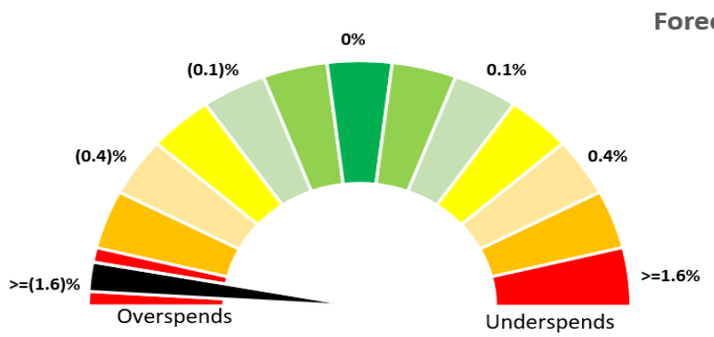






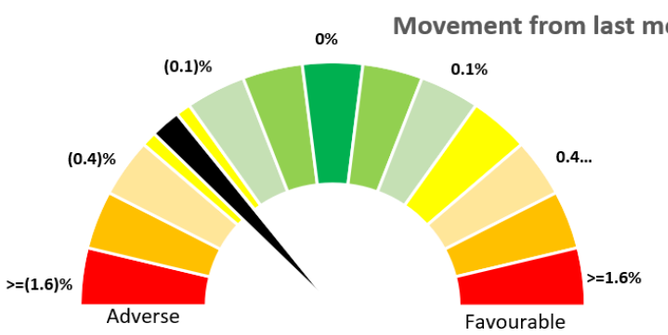
-1.2%

£-2.19m Overspend



-0.9%

£-3.32m Overspend



-0.2%

£-0.62m Adverse

SFRS Resource Monitoring Report September 2026

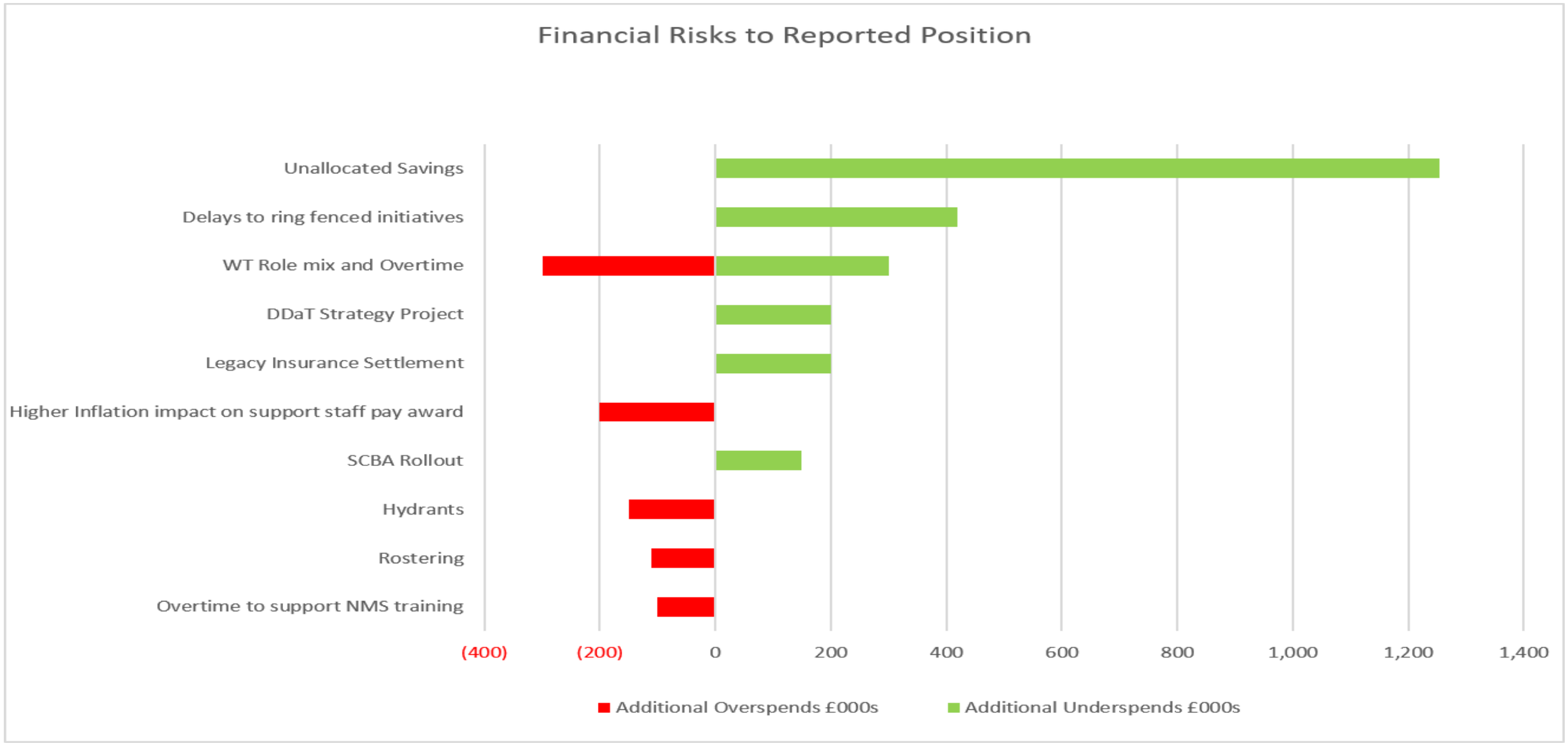
The report below highlights a year-to-date overspend, as at the 30th September 2026, of £2.187 million (1.2% of the year-to-date budget). The forecast overspend to the 31st March 2027 is £3.316 million (0.9% of the full year budget).

Period 6	1 April 2026 - 30 September 2026

Board Approved Budget (incl.	SG Budget Revisions	Virements	Revised Annual Budget	Narrative	Year to Date (£000's)				Year-End Projection (£000's)		
					Budget	Actual	Variance		Forecast	Variance	
							£	%		£	%
			(1)+(2)				(4)-(5)	(6)/(4)		(3)-(8)	(9)/(3)
(1)		(2)	(3)		(4)	(5)	(6)	(7)	(8)	(9)	(10)
286,369	1,301	826	288,496	Employee Costs	142,343	142,834	(491)	-0.3%	288,472	*24*	0.0%
276,692	*1,301*	*770*	*278,763*	*Salary and Related Costs (including overtime)*	*138,116*	*138,603*	*(487)*	*-0.4%*	*278,864*	*(101)*	*0.0%*
184,787	*1,058*	*104*	*185,949*	*Wholetime*	*92,472*	*92,343*	*129*	*0.1%*	*185,813*	*136*	*0.1%*
9,113	*50*	*0*	*9,163*	*Control*	*4,537*	*4,382*	*155*	*3.4%*	*8,755*	*408*	*4.5%*
35,740	*193*	*(0)*	*35,933*	*On-Call*	*17,598*	*18,423*	*(825)*	*-4.7%*	*36,495*	*(562)*	*-1.6%*
47,052	-	*666*	*47,718*	*Support*	*23,509*	*23,455*	*54*	*0.2%*	*47,801*	*(83)*	*-0.2%*
9,677	-	*56*	*9,733*	*Other Employee Costs*	*4,227*	*4,231*	*(4)*	*-0.1%*	*9,608*	*125*	*1.3%*
3,854	-	-	*3,854*	*Early Retirement Charges*	*1,796*	*1,757*	*39*	*2.2%*	*3,815*	*39*	*1.0%*
1,831	-	*64*	*1,895*	*Training*	*491*	*491*	-	*0.0%*	*1,745*	*150*	*7.9%*
2,676	-	*3*	*2,679*	*Subsistence & Travel*	*1,319*	*1,343*	*(24)*	*-1.8%*	*2,690*	*(11)*	*-0.4%*
1,316	-	*(11)*	*1,305*	*Other*	*621*	*640*	*(19)*	*-3.1%*	*1,358*	*(53)*	*-4.1%*
34,303	-	(5)	34,298	Property Costs	21,527	21,831	(304)	-1.4%	34,916	(618)	-1.8%
31,412	-	(1,676)	29,736	Supplies & Services	14,878	15,364	(486)	-3.3%	30,743	(1,007)	-3.4%
6,275	-	-	6,275	Transport Costs	3,129	3,489	(360)	-11.5%	6,996	(721)	-11.5%
1,981	-	(260)	1,721	Third Party Payments	739	821	(82)	-11.1%	1,861	(140)	-8.1%
1,372	-	-	1,372	Financing	140	140	-	0.0%	1,372	-	0.0%
(6,169)	*4,000*	915	(1,254)	Unallocated Savings	(627)	-	(627)	100.0%	-	(1,254)	100.0%
355,543	**5,301**	**(200)**	**360,644**	**GROSS EXPENDITURE**	**182,129**	**184,479**	**(2,350)**	**-1.3%**	**364,360**	**(3,716)**	**-1.0%**
(1,923)	-	200	(1,723)	Income	(717)	(880)	163	-22.7%	(2,123)	400	-23.2%
		-	-	Disposal of Assets	-	-	-	0.0%	-	-	0.0%
353,620	**5,301**	**(0)**	**358,921**	**NET EXPENDITURE**	**181,412**	**183,599**	**(2,187)**	**-1.2%**	**362,237**	**(3,316)**	**-0.9%**

Figures are based on assumptions detailed in section 3.

Estimated Range of Risks/Opportunities to Reported Financial Position



Total Overspend Risk to Reported Position £000	Total Underspend Risk to Reported Position £000
£(860)	£2,524

Financial Risks/Opportunities

High Impact Risks

Unallocated Savings
- There is a possibility that the current gap relating to unallocated savings is further closed due to unforeseen opportunities.

Medium Impact Risks

Delays to ring-fenced initiatives
- There is a possibility that delays to recruitment for identified initiatives will result in lower that forecast salary expenditure.

WT Role mix and 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 revised costs as staff are promoted into vacant roles.

Low Impact Risks

DDaT Strategy Project
- There is a possibility that deferring this proposal will result in lower costs than currently forecast.

Support Staff Pay Award
- There is a risk that the current consumer price index levels will trigger additional pay award expenditure for support staff after December 2026.

Legacy Insurance Settlement
- There is a possibility that Scottish Government will cover an increased insurance claim and this will result in reduced costs this financial year.

Rollout of SCBA
- There is a possibility that changes to the delivery method of rolling out the new SCBA sets could result in reduced costs this financial year.

Hydrants
- There is a risk that pressure from the service provider, relating to ancillary costs, may result in completed work costs differing from ordered levels.

Rostering
- There is a risk that the project timeline may extend beyond the planned end date in October 2026.

Control Overtime
- There is a risk that overtime to support the implementation of the NMS may incur additional costs.

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

Actions

Area Driving Reason for Recommendation	Recommended Action	Progress	Responsibility	Expected Impact Savings/(Pressure)	Status
Ring-fenced contingency	SLT is asked to consider releasing surplus monies from TSA requests for 2026/27 to reduce the unallocated gap. £0.32 million currently identified with potential extra £0.1 million to be released.		SLT	£0.42m	**New Action**
Unallocated Funding Gap	Current resource budget reflects an unallocated funding gap of £6.2 million however Scottish Government have indicated an additional £4 million of support will be forthcoming. SLT to consider whether further measures are required to close the remaining gap.	Scottish Government have confirmed that the additional support of £4 million will be allocated as part of the Autumn Budget Revision (ABR). The current forecast improves the position by £0.9 million	SLT	£(1.3)m	**Ongoing**
Ring-fenced contingency	SLT is asked to review ring-fenced contingency initiatives to confirm ongoing requirements and phasing.	Specific cases are reviewed by SLT, with decisions made on a case-by-case basis.	SLT	£0.229m	**Ongoing**
Hydrant Maintenance	Escalated engagement with supplier's senior management to reform SLA and reduce backlog.	A joint approach involving Finance and Prevention is being pursued with the Scottish Government and the supplier.	Prevention	£(0.15)m	**Ongoing**
Support staff – Salaries	Agree that the £0.85 million enhanced support funding remains centrally controlled pending SLT prioritisation of critical posts, with approval based on service criticality, risk and affordability.	Interim process on current recruitment with all stages being reviewed and signed off by SLT. Appointments currently made on a fixed term basis where possible.	SLT	Nil	**Ongoing**

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.

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 3.8% have been applied and reflected in the forecast.
- Support staff pay awards of 3.5% 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 September 2026, the following budget revisions and virements have resulted in movements between categories of expenditure:

- **Enhanced Instructor Pool (Ringfenced):** A transfer from Ringfenced Contingency increased the Wholetime Employee budget by £52,000 and the Support staff budget by £42,000, with an equivalent reduction to the Supplies & Services (Ringfenced Contingency) budget.
- **Other:** A reallocation relating to the Collective Learning Partnership costs reduced the Supplies & Services (Subscriptions) budget by £25,000 with an equivalent increase to the Employee Training budget.

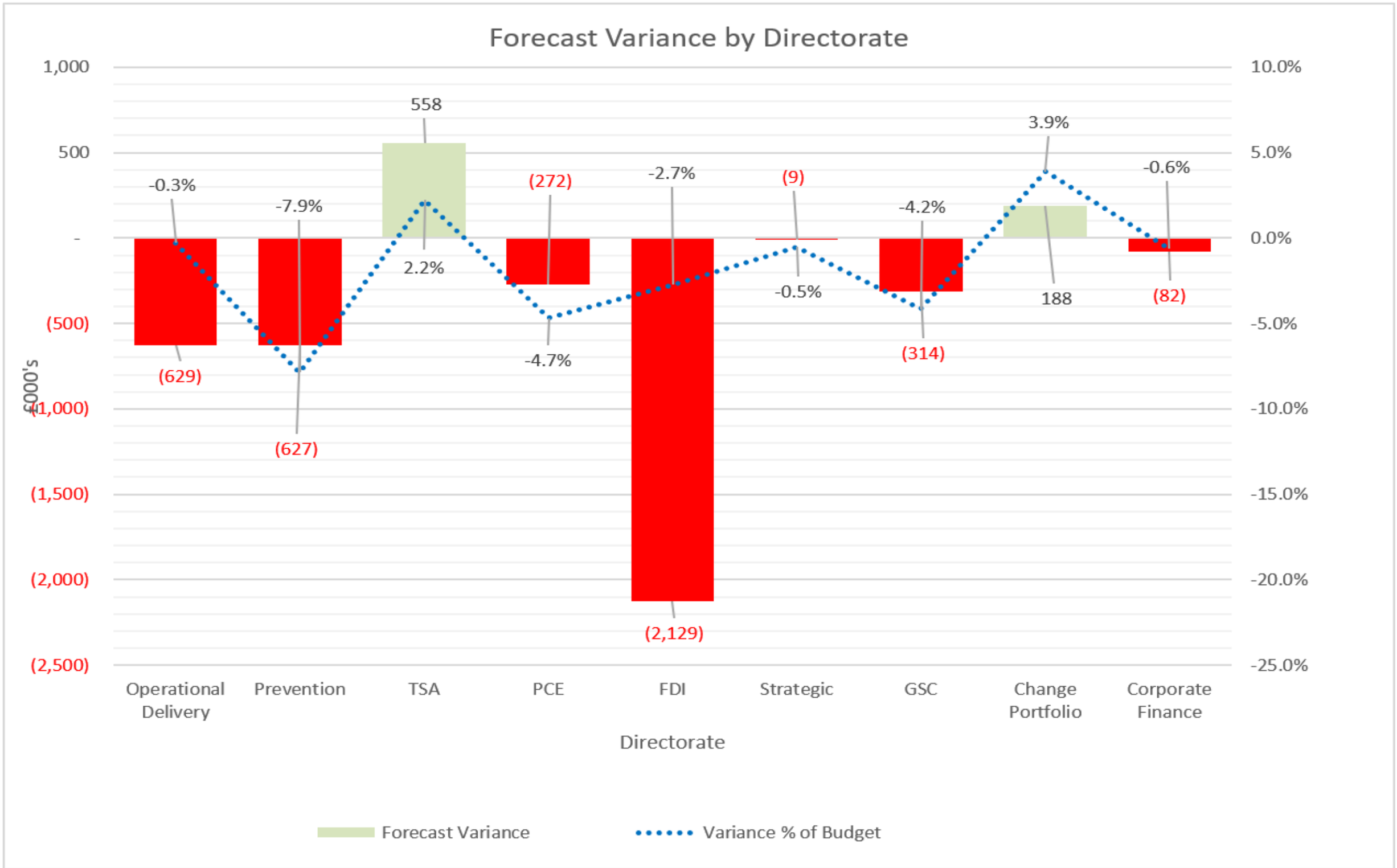
The table below highlights all the budget virements that have taken place within the current financial year.

Analysis of Budget Virements £000's

	Budget Approved by the Board	Budget Setting Adjustments	Enhanced Instructor Pool	Significant Investigations Team	OCL Ringfenced	Training Assurance - Ringfenced	Unallocated Savings	DDaT Investment Strategy	SG ABR	Other	Revised Budget
Employee WT	184,697	108	(85)	201	-	99	-	-	1,051	(123)	185,949
Employee Control	9,113	0	-	-	-	-	-	-	49	-	9,163
Employee Retained	35,740	-	-	-	-	-	-	-	193	-	35,933
Employee Support	46,809	253	42	98	17	-	-	-	-	500	47,718
Employee Pension	3,854	-	-	-	-	-	-	-	-	-	3,854
Employee Training	1,831	(0)	-	-	-	-	-	-	-	64	1,895
Employee Subsistence & Travel	2,676	(4)	-	-	-	-	-	-	6	-	2,679
Employee Other	1,316	-	-	-	-	-	-	-	-	(11)	1,305
Property	34,303	(6)	-	-	-	-	-	-	-	(0)	34,298
Supplies & Services	25,576	(327)	43	(299)	229	(99)	5,254	-	-	(640)	29,736
Transport	6,275	-	-	-	-	-	-	-	-	-	6,275
Third party / Central Support	1,981	(24)	-	-	(246)	-	-	-	-	10	1,721
Financing	1,372	-	-	-	-	-	-	-	-	-	1,372
Unallocated Savings	-	-	-	-	-	-	(5,254)	-	4,000	-	(1,254)
Income	(1,923)	-	-	-	-	-	-	-	-	200	(1,723)
Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Net Expenditure	**353,620**	**(0)**	**0**	**0**	**(0)**	**0**	**0**	**-**	**5,300**	**0**	**358,921**

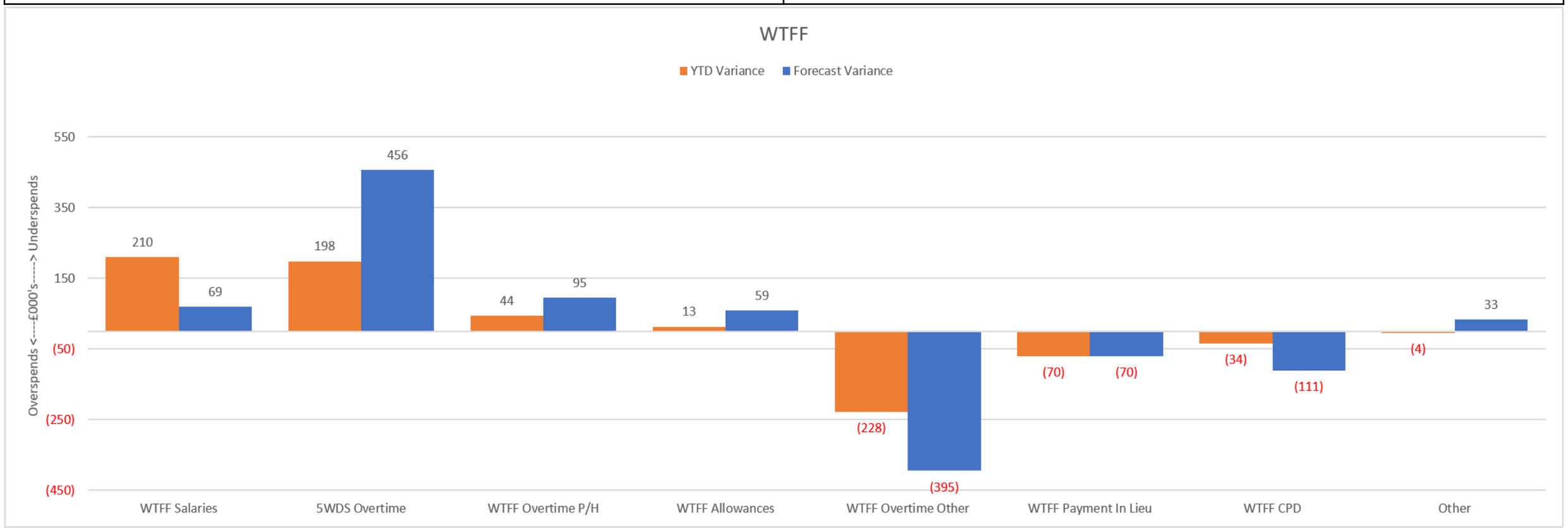
Note – the Service's contingency balance is held within Supplies & Services. The forecast assumes this budget will be fully utilised.

Variance Analysis by Directorate

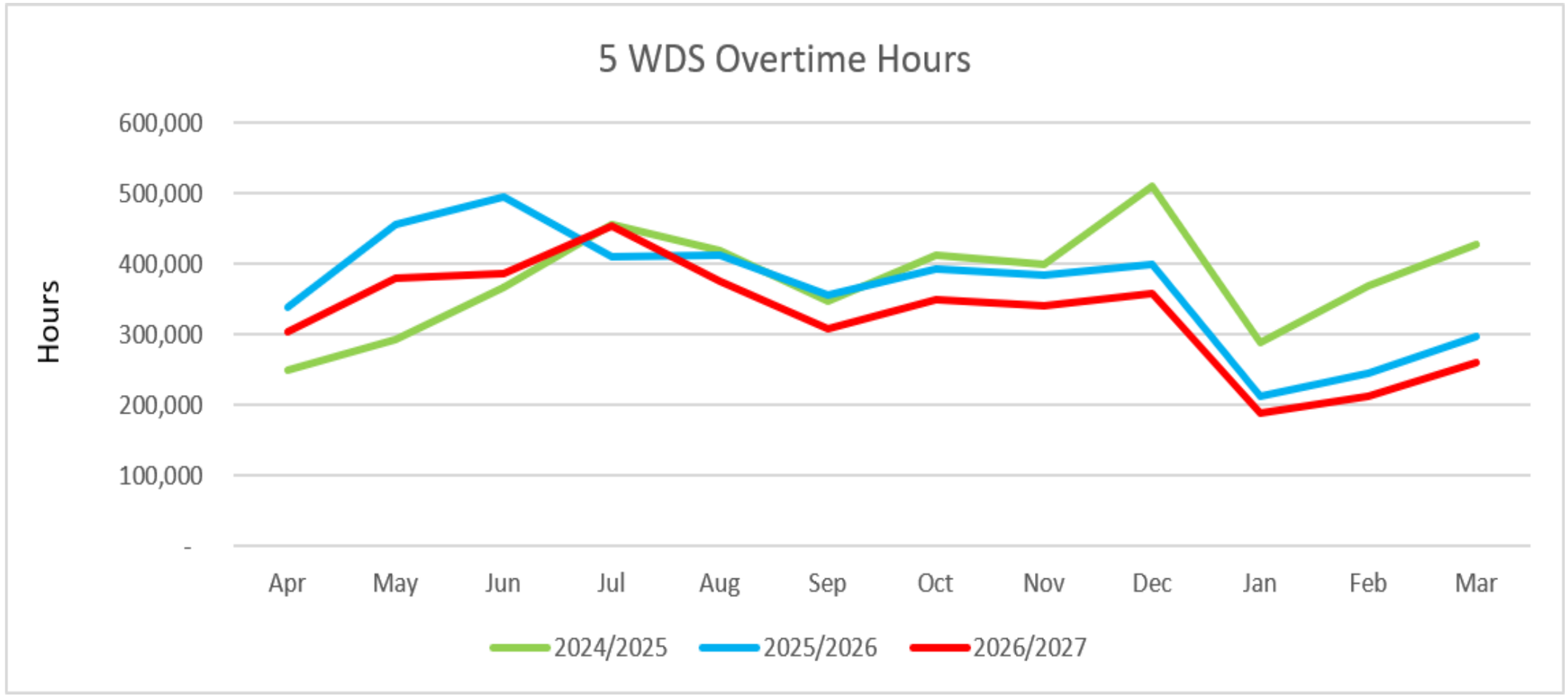


Wholetime

Year to Date (YTD)	Forecast
Currently £129,000 underspent, representing 0.1% of budget.	**Forecast to be £136,000 underspent, representing 0.1% of budget.**
YTD Underspends: • Salaries – vacancies. • Overtime 5WDS – ongoing impact of Tier 2 business rules and trainees starting at stations. • Overtime P/H – reduced staffing levels due to Tier 2 business rules. • Allowances – less staff currently eligible to claim.	**Changes in Financial Position:** • Salaries – the forecast reflects the number of firefighters that are expected to leave during the financial year and incorporates the recruitment schedule for 2026/27. This has resulted in lower salaries but an expectation that operational overtime will be required to maintain operational availability. • Overtime 5WDS – forecast based on current business rules being maintained and impact of trainees joining stations throughout the year. • Allowances – the forecast is based on current month's staffing levels. • Overtime Other – bank hours are expected to continue at current rate, but other elements are forecast at budgeted rates. • Payment In Lieu – no further costs are forecast as staff encouraged to utilise annual leave prior to retirement. • CPD – payment for newly eligible staff only commences from July 2026 onwards. • Other – flexi allowance costs are forecast to continue at current levels that have decreased recently due to staff movements.
YTD Overspends: • 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. Also includes recall to duty for wildfires and fire cover at Commonwealth Games. • Payment In Lieu – payments in respect of untaken holidays. • CPD – increase in staff eligible to receive payment. • Other – additional flexi officers covering long term absence and projects.	



5 WDS Overtime



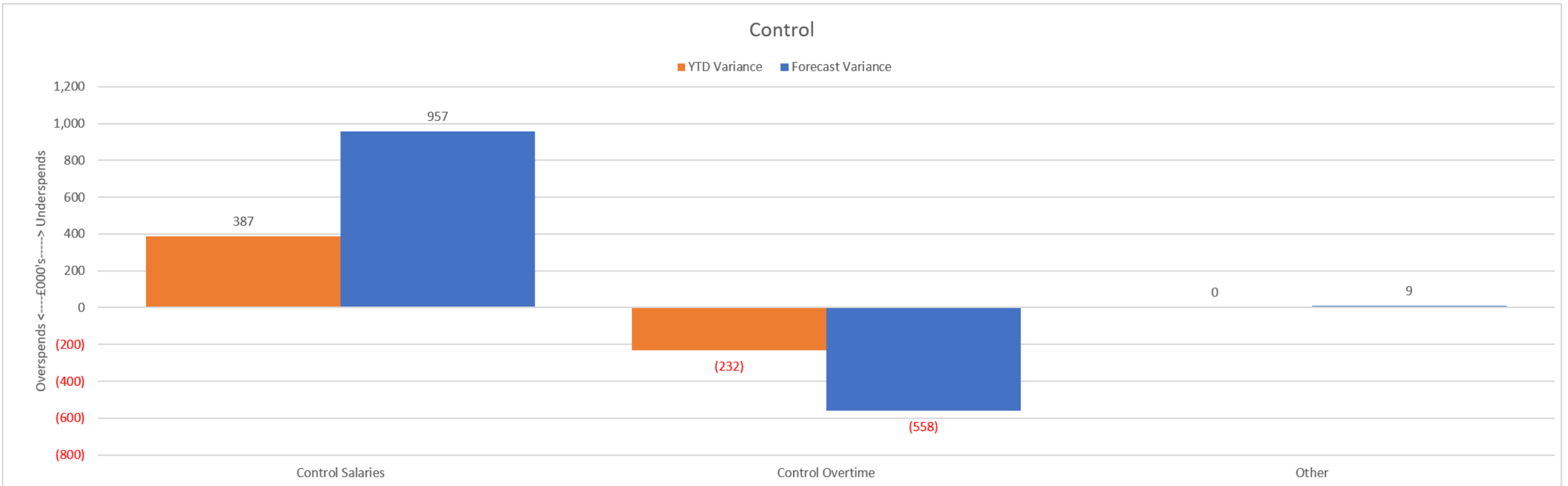
The chart above shows the costs of overtime relating to maintaining the requirements of the 5 Watch Duty System (5 WDS) (at current prices) over the last two years and the forecast for 2026/27.

The impact of Tier 2 business rules and a more frequent injection of trainees coming on station throughout the year has reduced the financial impact of 5WDS overtime compared to previous years.

The impact of the change to Central Staffing business rules will be monitored and the forecast amended as required. A cautious approach has been taken with the remaining forecast however based on the current modelling; operational overtime may decline further compared to current trends.

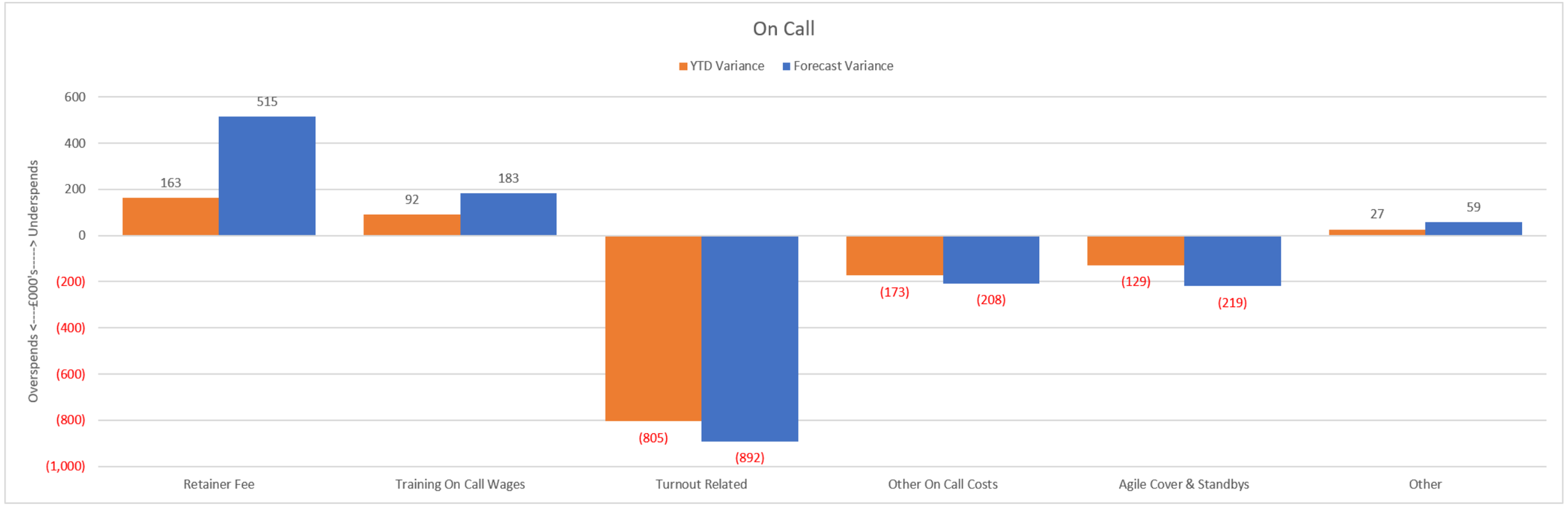
Control

Year to Date (YTD)	Forecast
Currently £155,000 underspent, representing 3.4% of budget.	**Forecast to be £408,000 underspent, representing 4.5% of budget.**
YTD Underspends: • Salaries – the result of vacancies and staff on development rates of pay within the Control rooms.	**Changes in Financial Position:** • Salaries – the forecast is based on the ongoing impact of current vacancies, staff in development roles and staff that have indicated they would be leaving. The forecast also incorporates the known recruitment in 2026/27. • Overtime – the forecast is based on current activity levels required to support vacancies, maintain operational cover, and expected training needs.
YTD Overspends: • Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence.	



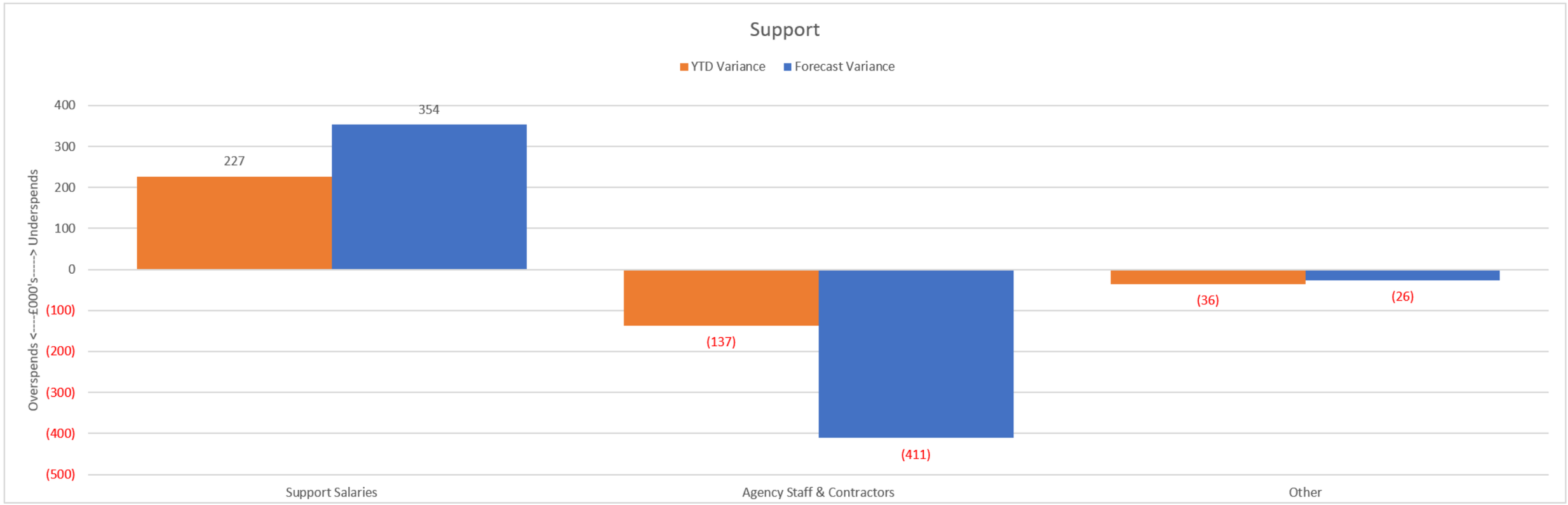
On Call

Year to Date (YTD)	Forecast
Currently £825,000 overspent, representing 4.7% of budget.	**Forecast to be £562,000 overspent, representing 1.6% of budget.**
YTD Underspends: • Retainer Fees – vacancies. • Training On Call Wages – costs for attendance at training courses are less than anticipated due to increased frequency of WTFF intakes and instructor shortages in the north. • Other – reduced capacity for other activities due to increased turnout levels.	**Changes in Financial Position:** • Retainer Fees – the forecast is based on current month's staffing levels. • Turnout Related – On Call operational activity levels are forecast for future months, to be at budgeted levels. • Other On Call – absence costs not forecast to continue at current levels. • Agile Cover & Standbys – standby cover not forecast to continue at current levels.
YTD Overspends: • Turnout Related – reflects recorded hours in rostering and availability system for recent wildfires. • Other On Call – absence costs, administrative demands and additional overtime for staff working more than 42 hours in a week. • Agile Cover & Standbys – use of standbys to maintain operational cover, impacted by recent wildfires.	



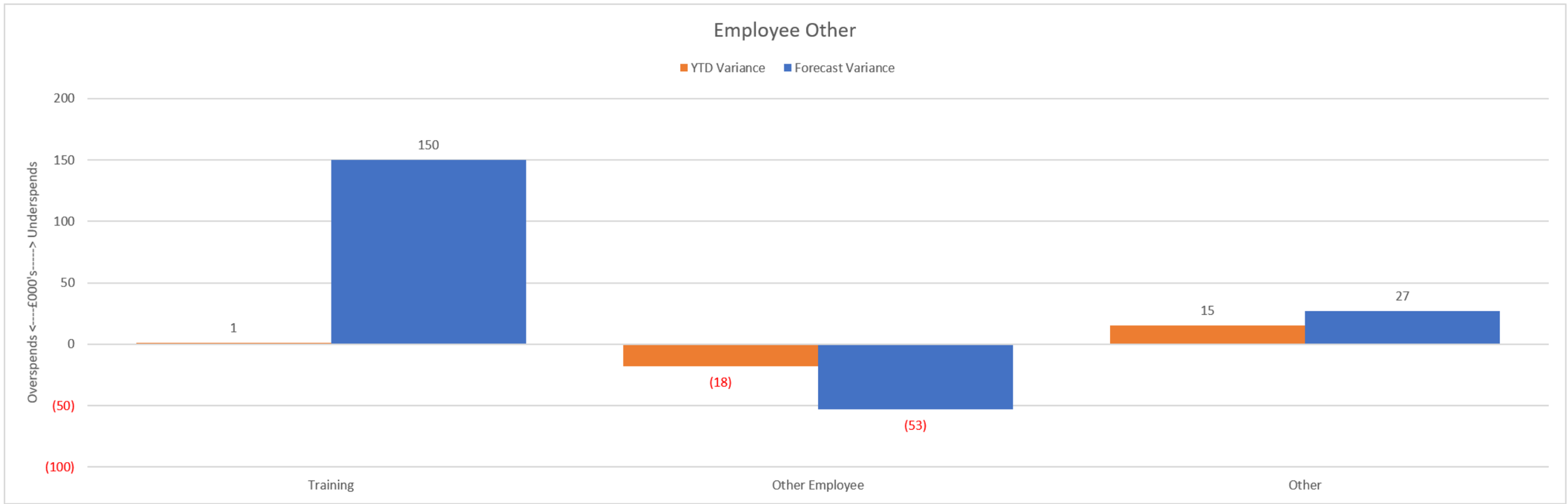
Support

Year to Date (YTD)	Forecast
Currently £54,000 underspent, representing 0.2% of budget.	**Forecast to be £83,000 overspent, representing 0.2% of budget.**
YTD Underspends: • Salaries – vacancies.	**Changes in Financial Position:** • Salaries – the forecast is based on current staffing levels adjusted to reflect known leavers and new starts. • Agency Staff & Contractors – forecast reflects revised planned development for Corporate Business Solutions initiative. • Other - costs not forecast to continue at current levels.
YTD Overspends: • Agency Staff & Contractors – additional costs for staff providing short-term resources within the People, Communications & Engagement (PCE) and Governance, Strategy & Change (GSC) Directorates. • Other – overtime to support operational demand and payments in respect of untaken holidays.	



Employee Other

Year to Date (YTD)	Forecast
Currently £4,000 overspent, representing 0.1% of budget.	**Forecast to be 125,000 underspent, representing 1.3% of budget.**
YTD Underspends: • Other – lower demand on training subsistence due to capacity issues and operational priorities and injury benefits currently less than anticipated.	**Changes in Financial Position:** • Training – SCBA rollout costs anticipated to be lower than budgeted. • Subsistence – reflects current demand for training capacity but lower incident catering requirements. • Other Employee – apprenticeship levy forecast includes higher than budgeted uniform pay award from July 2026 onwards. • Other – due to volatility of demand, further reduction in injury benefit costs is not assumed at this point.
YTD Overspends: • Other – incident catering for wildfires in the north and higher unit costs for bookings and activity relating to the Health & Safety Executive (HSE) improvement notices within the north and more visible leadership in operational areas. • Other Employee – increased apprenticeship levy costs due to higher than budgeted uniform pay award.	



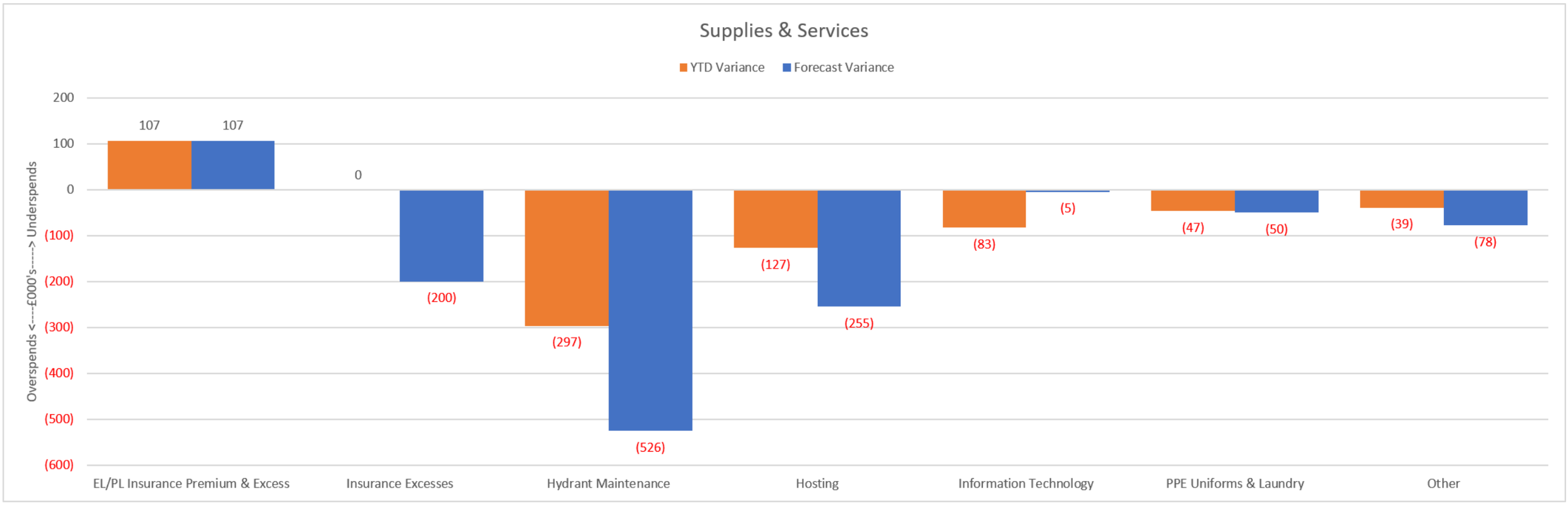
Property

Year to Date (YTD)	Forecast
Currently £304,000 overspent, representing 1.4% of budget.	**Forecast to be £618,000 overspent, representing 1.8% of budget.**
YTD Underspends: • Rates – due to lower rateable values and transitional relief.	**Changes in Financial Position:**
YTD Overspends: • Property Repairs & Maintenance – 65% of annual budget committed on repairs. Service has now gone onto emergency repairs only.	



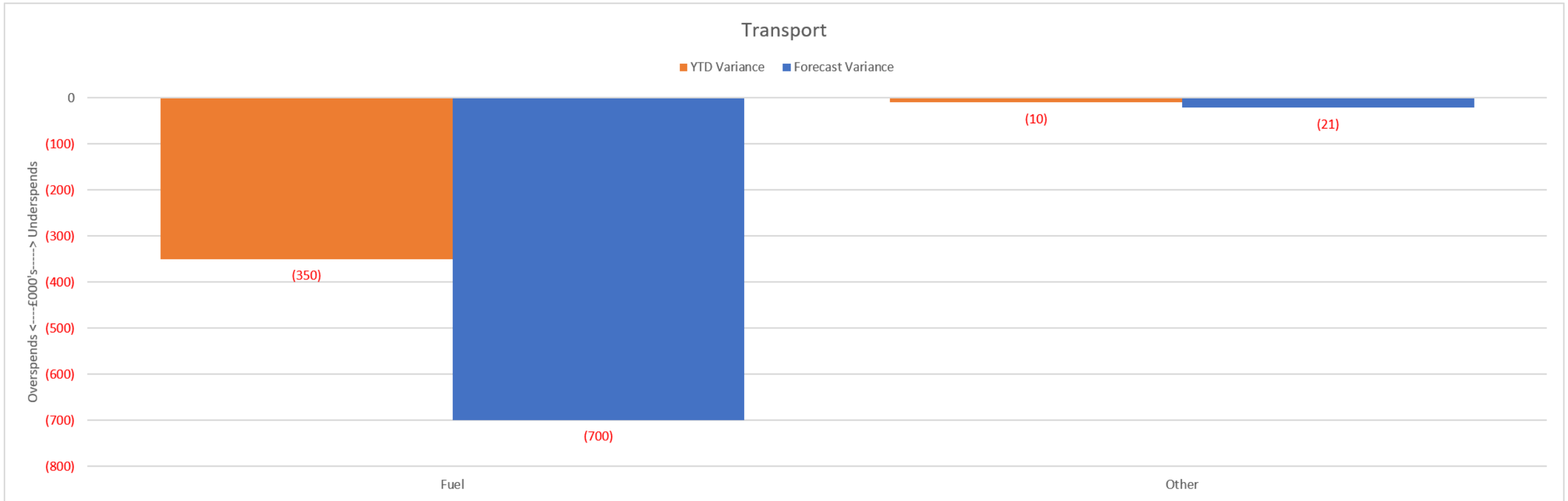
Supplies & Services

Year to Date (YTD)	Forecast
Currently £486,000 overspent, representing 3.3% of budget.	**Forecast to be £1,007,000 overspent, representing 3.4% of budget.**
YTD Underspends: • Insurance Premiums – most recent tender exercise resulted in a lower than budgeted cost for insurance premiums.	**Changes in Financial Position:** • Insurance Premiums – no further changes forecast for the remainder of the year. • Insurance Excesses – legacy insurance claim forecast to be settled at a higher value this financial year. • Hydrant Maintenance – forecast based on recent trends. • Information Technology – no further unbudgeted spend anticipated. • PPE Uniforms & Laundry – no further unbudgeted spend anticipated. • Other – no further one-off purchases relating to local station/equipment requirements included in forecast. Further costs relating to the ESMCP/IVS project are included.
YTD Overspends: • Hydrant Maintenance – due to third party supplier processing historical orders at a higher-than-expected rate as well as increased traffic management and survey costs being passed on to SFRS. • Hosting – dual running within hosting and overage charges being incurred four months earlier than expected. • Information Technology – upgrade to electric vehicle charger facilities. • PPE Uniforms & Laundry – spend within FF uniforms for the requirement to provide personal issue of towels to operational staff. • Other – one-off purchases of equipment at area level to support training needs.	



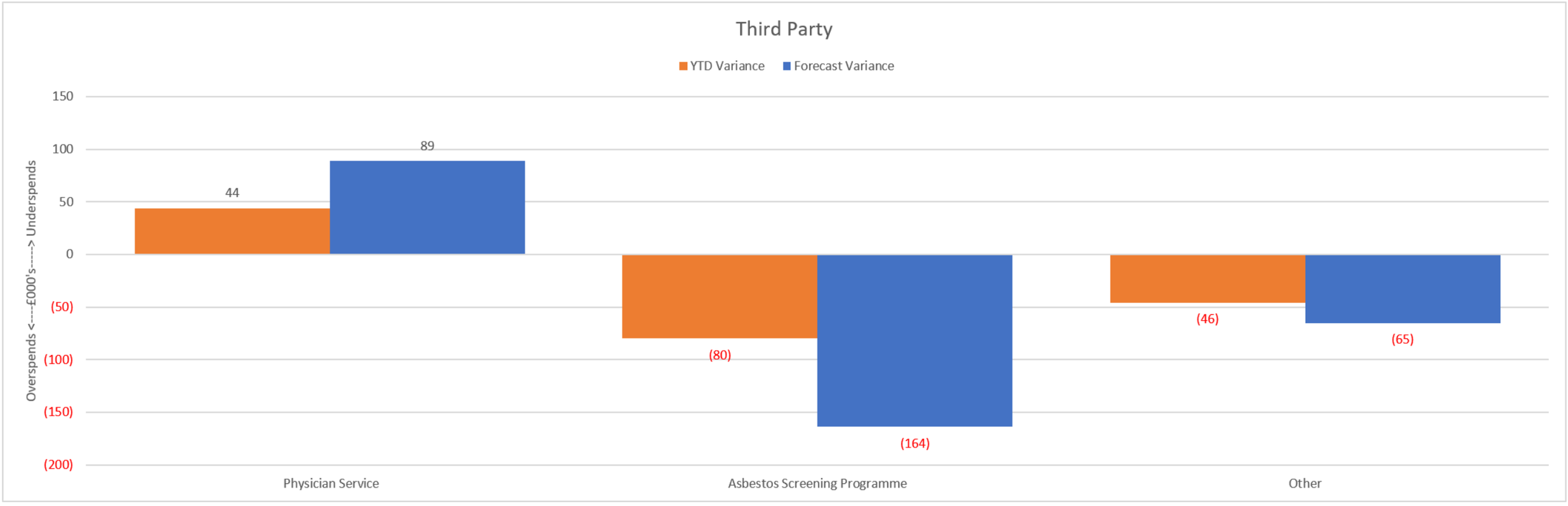
Transport

Year to Date (YTD)	Forecast
Currently £360,000 overspent, representing 11.5% of budget.	**Forecast to be £721,000 overspent, representing 11.5% of budget.**
YTD Underspends:	**Changes in Financial Position:**
YTD Overspends: • Fuel – overspend reflects current spend, including higher prices and activity levels.	



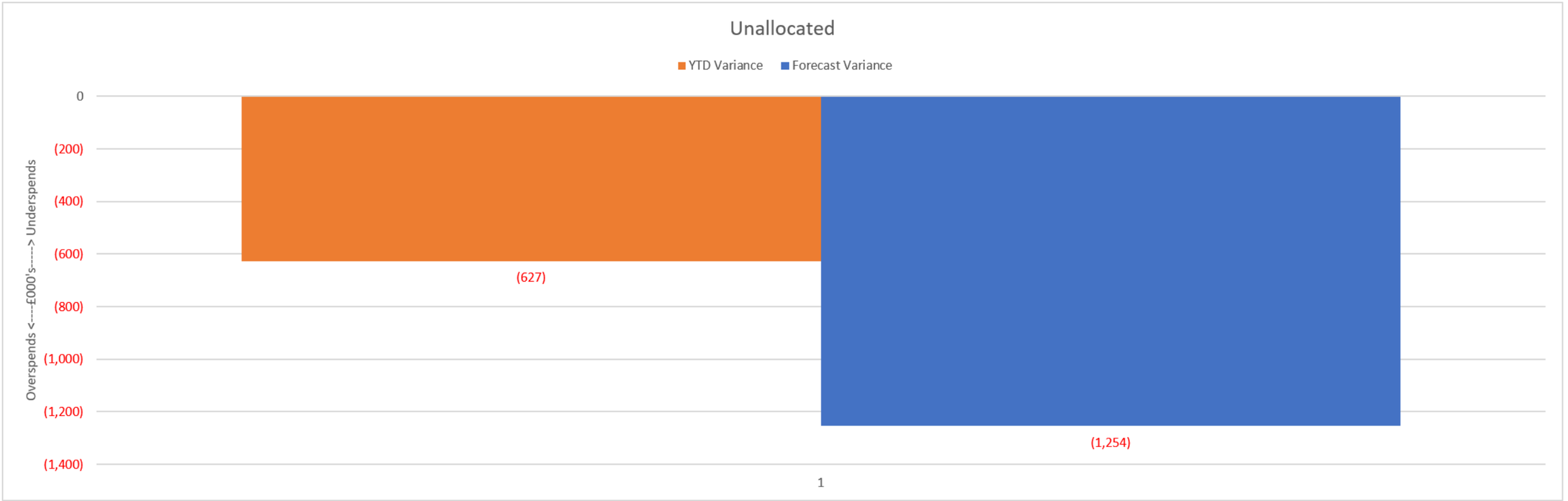
Third Party Payments

Year to Date (YTD)	Forecast
Currently £82,000 overspent, representing 11.1% of budget.	**Forecast to be £140,000 overspent, representing 8.1% of budget.**
YTD Underspends: • Physician Service – actual activity less than anticipated levels.	**Changes in Financial Position:** • Other – no further one-off consultancy spend forecast.
YTD Overspends: • Asbestos Screening Programme – ongoing costs as the new staff structure is implemented and is offset by the current salary underspend in that area. • Other – primarily due to one-off Scotland Excel Procurement consultancy costs and an increase in physiotherapy referrals.	



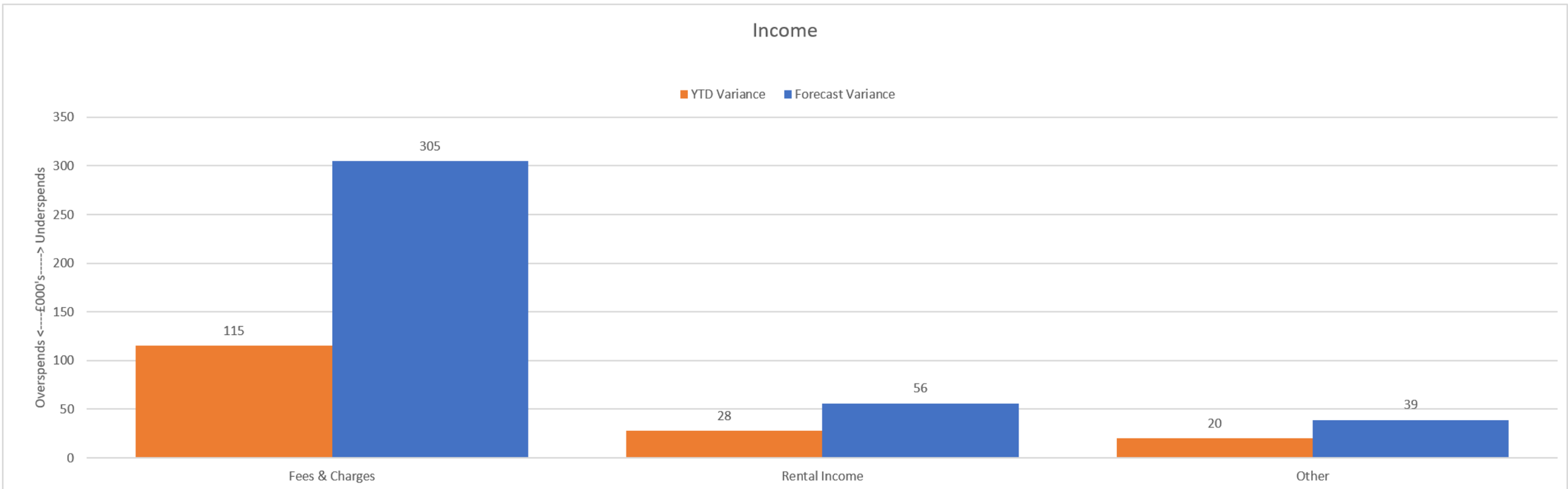
Budget Reallocation

Year to Date (YTD)	Forecast
Currently £627,000 overspent.	**Forecast to be £1,254,000 overspent.**
YTD Underspends:	**Changes in Financial Position:**
YTD Overspends: • Funding Gap – specific actions to address the issue have not yet been fully defined.	



Income

Year to Date (YTD)	Forecast
Currently £163,000 over recovered, representing 22.7% of budget.	**Forecast to be £400,000 over recovered, representing 23.2% of budget.**
YTD Over – Recoveries: • Fees & Charges – income from Commonwealth Games, other chargeable events and from renewable energy sources generation. • Rental Income – additional income from shared services. • Other – increased capability for claiming Modern Apprentiship income.	**Changes in Financial Position:** • Fees & Charges – forecast reflects known 3rd party compensation.
YTD Under – Recoveries:	



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 2026/27	**Total £000's**
Original Fund Allocation	**928**
Ringfenced - Rostering	**74**
Ringfenced - Training Assurance	**140**
Ringfenced - Training Programme	**180**
Ringfenced - Training Implementation	**100**
Ringfenced - Significant Investigation Team	**381**
Total Contingency Fund	**1,803**
Utilisation of Contingency	
Standard Contingency - April-Aug	(103)
Ringfenced Contingency - April-Aug	(31)
September	
Ringfenced - Rostering - Kronos Extension	(63)
Ringfenced - Rostering to BAU Contingency	(11)
Standard Contingency	11
Ringfenced - Enhanced Instructor Pool	(94)
In Year Movement	***(291)***
Current Contingency Fund	**1,512**
Reconciliation	
Ringfenced - Rostering	0
Ringfenced - Training Assurance	41
Ringfenced - Training Programme	180
Ringfenced - Training Implementation	100
Ringfenced - Significant Investigation Team	82
Ringfenced - Enhanced Instructor Pool	43
Ringfenced - Organisational Culture and Leadership (OCL)	229
Ringfenced Total Remaining	**675**
Unallocated Standard Contingency Fund	**836**

Fully utilised or 100% committed.
Awaiting final plans
No longer required

SCOTTISH FIRE AND RESCUE SERVICE

Scottish Fire and Rescue Service

Report No: B/FCS/09-26

Agenda Item: 16

Report to:	**THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**29 OCTOBER 2026**							
Report Title:	**CAPITAL BUDGET MONITORING REPORT 2026/27 – SEPTEMBER 2026**							
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide the Board with the actual and committed capital expenditure against the 2026/27 capital budget for the period ending 30 September 2026 (Period 6).
2	**Funding**
2.1	The Budget (Scotland) Act 2026, approved by the Scottish Parliament on 25 February 2026, set **Capital DEL** funding for the Scottish Fire and Rescue Service (SFRS) at £48.400m for 2026/27.
2.2	**CivTech**, an innovation accelerator programme funded by the Scottish Government, has awarded SFRS capital grant funding totalling £0.450m in support of Challenge 10.2: Monitoring Firefighter Exposure to Contaminants. Of this, £0.306m has been allocated in financial year 2026/27 to part fund milestone payments to FireHaz Research Ltd, SFRS's joint venture partner engaged in delivering this work. A further £0.028m has been included to fund the temporary Operational Research & Innovation Manager post, bringing the total funding requirement in 2026/27 to **£0.334m**. The temporary post will be funded from the additional VAT element of £0.090m, which was provided in addition to the £0.450m base grant award.
2.3	The **sale of Hamilton** is progressing well, with missives expected to be concluded imminently. A capital receipt of £0.515m has been incorporated into the capital programme.
2.4	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 £0.106m, have been re-invested into the Light Fleet Vehicles budget and is expected to be fully spent this financial year. Regular updates will be provided throughout 2026/27.
2.5	On this basis, total capital funding for 2026/27 is £49.355m, as set out in the table below:

Funding Source	Budget £000s	%
Capital DEL	48,400	98.1%
Capital Grant - CivTech	334	0.7%
Capital Receipts - Property	515	1.0%

Capital Receipts – Non-Op Vehicles	106	0.2%
TOTAL FUNDING	**49,355**	**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	Receipted	Paid			
Property Major Works	21,180	7,363	22	10,459	1,761	19,605	(1,575)
Property Minor Works	7,600	3,627	36	2,707	1,230	7,600	0
Vehicles	7,546	4,086	0	557	2,903	7,546	0
Digital, Data and Technology	4,366	791	1	1,799	2,031	4,622	256
Operational Equipment	8,663	49	0	1,731	6,883	8,663	(0)
TOTAL EXPENDITURE	**49,355**	**15,916**	**59**	**17,253**	**14,808**	**48,036**	**(1,319)**
Percentage of Budget	**100.0%**	**32.2%**	**0.1%**	**35.0%**	**30.0%**	**97.3%**	**(3%)**

3.2 **Financial Position Summary – September 2026:**

- The actual and receipted capital expenditure to date is £17.312m (35.1%) with a further £15.916m (32.2%) of committed expenditure.
- The current capital forecast for 2026/2027 is £48.036m compared to the approved budget of £49.355m, resulting in a projected **underspend of £1.319m** (3% of budget). This is primarily attributable to the **Dalkeith and Liberton Fire Station projects** within Property Major Works, partially offset by forecast overspends within DDaT.
- Further detail is provided in the Project Status Summary.
- Carried forward expenditure from the prior year is included within the forecasts.
- A summary of the Budget for the year is included in Appendix A (Page 4), along with budget virements implemented during Period 6.

3.3 **Capital Monitoring Group**

3.3.1 The Capital Monitoring Group provides oversight of the delivery of the Capital Programme and supports assurance of balance of capital budgets. The most recent Capital Monitoring Group meeting was held on 17 September 2026. The key actions arising from that meeting were:

Action	Owner	Timescale
Continue value engineering work on the **Dalkeith Fire Station** project and provide an updated cost position as further information becomes available.	Property Team	Ongoing
Identify funding options for the **replacement of 500 end-of-life laptops** and consider potential reallocation of budgets within the DDaT capital programme.	DDaT / Finance	Ongoing
Action	**Owner**	**Timescale**
Provide a monthly assessment of the potential financial impact arising from key risks and issues across the Property portfolio.	Scottish Property Manager	26 October 2026
Identify additional funding of c£0.050m to support delivery of the Drones Pilot Project.	Ops Equipment	26 October 2026

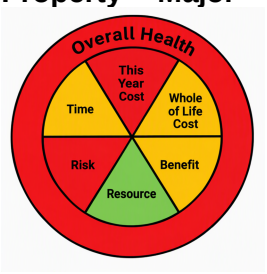
Establish the operational requirements and investment priorities for Wildfire PPE to ensure readiness should additional Scottish Government funding become available.	Ops Equipment / Operations	Ongoing
Develop a prioritised list of risk-based capital projects that are sufficiently developed to be mobilised and delivered at short notice should funding become available.	Head of Asset Management	26 October 2026

3.4 **Project Status Summary – September 2026:**

3.4.1 The following summary provides an overview of projects which are partly or wholly funded via capital budgets. These projects are subject to governance and reporting via established procedures within SFRS. However, there is a clear link between the status of these projects and risk to in year and future year capital budgets.

3.4.2 Project budgets are not necessarily the entirety of a headline capital budget line. The project assessment relating to the projects which are material to their headline capital budget lines are reported below:

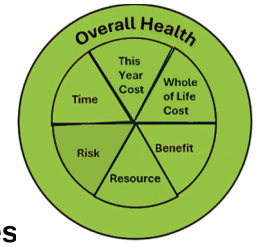
Property Major Works



Property Minor Works



Vehicles



DDaT / ESN ESMCP



DDaT / NMS



Equipment / SCBA



Equipment / CivTech



3.5 **<u>In-Year or Multi-Year Capital Budget risks from Projects (reporting by exception)</u>**

3.5.1 **Property Major Works**

3.5.2 Property Major Works governance arrangements continue to be developed following the decision to bring major build projects (over £5m) under the Enabling Infrastructure governance framework. The inaugural Property Board meeting is scheduled for 20 October 2026, with key delivery parameters currently being finalised to strengthen oversight of cost, risk and project deliverability.

- A forecast underspend of **£1.575m** is currently projected for this financial year.

	• This is primarily attributable to the extended timescales associated with the cost reduction exercise at **Dalkeith Fire Station** (£0.6m) and a 15-week delay due to SPEN cable diversion works at **Liberton Fire Station** (£1.4m). • The financial implications of the revised cost position at Dalkeith Fire Station remain under review and may have a consequential impact on the wider Capital Programme. • These underspends are partially offset by additional funding requirements identified for Livingston, Calton, Alloa, Stirling and Kilmarnock Fire Stations. • Risk of budget pressures in future years due to cost estimates exceeding planning budget – experienced most recently with Dalkeith and Portree.
3.6	**Digital, Data and Technology Services (DDaT)**
3.6.1	Of the ten projects within the DDaT capital programme, eight remain Green. A projected **net overspend of £0.256m** is currently forecast. This primarily relates to the replacement of desktop and mobile handsets as well as an additional funding request to allow the replacement of c500 end of life laptops.
3.6.2	The **ESN Connect - Data First (ESN)** and **Emergency Services Mobile Communication Programme (ESMCP)** projects form part of the Enabling Infrastructure Programme and are highlighted below. • An underspend of £0.322m is forecast on the ESMCP project and is proposed to be reallocated to support ESN delivery, reducing the requirement for additional Scottish Government funding in-year. • Funding will require to be reinstated in future years, with budget virements progressed as required to align resources with programme priorities.
3.7	**Vehicles**
3.7.1	Although milestones and budgets remain on track, there remains a moderate programme-level risk associated with supplier capacity, build slot availability, commissioning resources and procurement timescales across a number of vehicle projects including ALPs, Water Carriers, Control Units and Towable Welfare Units. No immediate impact on delivery is currently forecast.
3.8	**Operational Equipment**
3.8.1	The wider Operational Equipment portfolio continues to progress as planned.
3.8.2	There are no in year or future years risks at this time to capital budgets from the SCBA project. The overall CivTech project status has been revised to Amber. Following delays experienced by the supplier, project milestones were reviewed and updated, with the revised schedule submitted to and approved by CivTech.
3.9	Appendix A provides a detailed breakdown of the Capital financial position, including RAG Analysis, at this stage in the financial year.
3.10	The overall Capital Programme remains under active review through the Capital Monitoring Group. Key priorities for the remainder of the year include maintaining project delivery timescales, managing emerging cost pressures and ensuring available resources are aligned to programme priorities. Budget virements will be processed where required to maximise delivery of the approved Capital Programme.
4	**Recommendation**
4.1	The Board is asked to scrutinise the report.

5	Key Strategic Implications
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** Risk of not fully spending the Capital Budget by 31st March 2027, 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.
5.1.2	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.
5.1.3	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 forecast capital spend for the financial year is consistent with our stated risk appetite.
5.2 5.2.1	**Financial** Financial implications are detailed within the report.
5.3 5.3.1	**Environmental & Sustainability** Environmental and sustainability plans are incorporated within each property project.
5.3.2	Investment in Euro 6 fire appliances and electric vehicles is making a significant contribution to reducing greenhouse gas emissions.
5.3.3	Investment in decarbonisation projects in prior years have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4 5.4.1	**Workforce** SFRS employees will benefit from this investment in our asset base.
5.5 5.5.1	**Health & Safety** The introduction of new appliances, equipment and property, as well as digital and technology upgrades, will further enhance the health, safety and welfare of employees and the public.
5.6 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 co-ordinated through the relevant project boards, with oversight provided by the Change Portfolio Progress Group (CPPG).
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 30 September 2026 and known events following the

	period end.	
5.9 5.9.1	**Performance** Total forecast expenditure at present is £48.036m compared to the budget of £49.355m. The reasons for the forecast underspend of £1.319m are detailed in Section 3.	
5.10 5.10.1	**Communications & Engagement** Key stakeholders are engaged during project development and implementation.	
5.11 5.11.1	**Legal** External legal support is in place to support procurement where needed and 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 5.14.2	**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, DDaTS, Training and local service delivery areas. 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.	
5.15 5.15.1	**Prevention** There are no specific prevention implications identified within this report.	
6	**Core Brief**	
6.1 6.2	The Director of Finance, Digital and Infrastructure advised the Board of actual and committed expenditure against the 2026/27 capital budget for the period ending 30 September 2026. Capital expenditure of £48.036m is forecast for 2026/27 against the budget of £49.355m, resulting in a current forecast underspend of £1.319m. The Capital Programme will be monitored and realigned as required, to ensure delivery and full expenditure whilst addressing priority needs across the asset estate in the event of any forecasted underspend.	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	James Wallace, Director of Finance, Digital and Infrastructure
7.2	**Level of Assurance: (Mark as appropriate)**	**Reasonable**
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 SLT agree actions to ensure we manage the financial position within agreed financial parameters.

8	Appendices/Further Reading
8.1	Appendix A – Capital Monitoring Report – September 2026

Prepared by:	Caroline Adams, Deputy Accounting Manager
Sponsored by:	James Wallace, Director of Finance, Digital and Infrastructure
Presented by:	James Wallace, Director of Finance, Digital and Infrastructure

Links to Strategy and Corporate Values

The 2026/2027 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	Meeting Approvals/Outcomes
SLT	*21 October 2026*	*For Scrutiny*	
Board	*29 October 2026*	*For Scrutiny*	

Appendix A

Capital Monitoring Report

September 2026

Content

- Full Year Actuals/Forecast v Budget by Category
- Year to Date Budget Virements
- Property Major Works – New Build Programme
- Property Major Works – Development Programme / Other
- Property Minor Works
- Vehicles
- Digital and Technology (exc NMS)
- New Mobilising System (NMS)
- Operational Equipment

Capital Monitoring Report – September 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				Time	This Year Cost	Risk
				Apr-June	July-Sept	Oct-Dec	Jan-Mar						
	£000	£000	£000	£000	£000	£000	£000	£000	£000	%			
Property Major Works	31,300	(10,120)	21,180	4,179	6,301	2,748	6,377	19,605	1,575	7%			
Property Minor Works	8,100	(500)	7,600	493	2,251	1,900	2,956	7,600	0	0%			
Vehicles	9,290	(1,744)	7,546	109	448	1,574	5,415	7,546	0	0%			
Digital, Data and Technology	4,984	(618)	4,366	590	1,210	1,170	1,652	4,622	(256)	(6%)			
Operational Equipment	9,726	(1,063)	8,663	674	1,057	1,094	5,838	8,663	0	0%			
Total Expenditure	**63,400**	**(14,045)**	**49,355**	**6,045**	**11,267**	**8,486**	**22,238**	**48,036**	**1,319**	**3%**			
Cumulative Total				**6,045**	**17,312**	**25,798**	**48,036**						

Safety. Teamwork. Respect. Innovation.

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

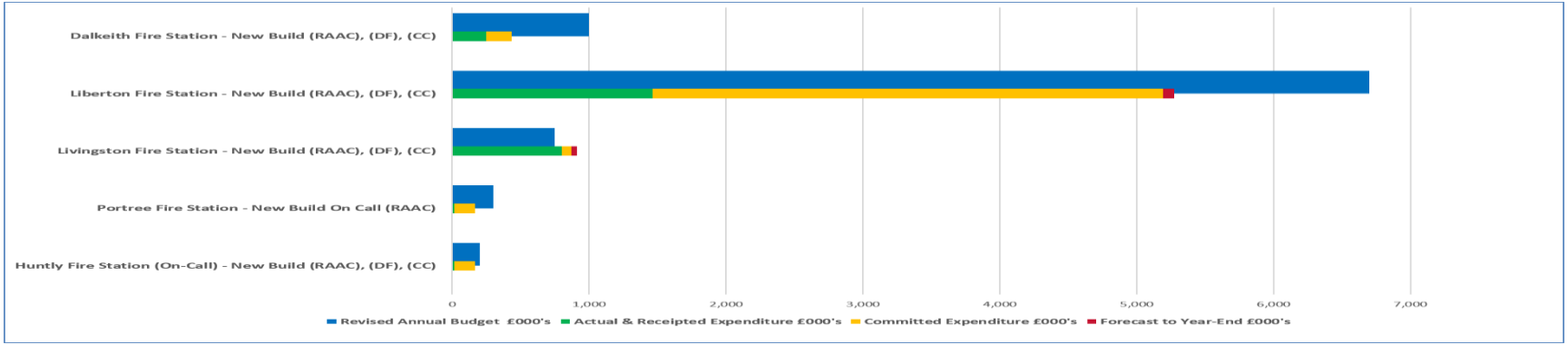
Capital Monitoring – September 2026

Year to Date Budget Virements

Category	Original Budget £000s	Previous Period Virement	Current Period Virements	Total Virements £000s	Revised Budget £000s	Commentary
Property Major Works	31,300	-10,120	0	-10,120	21,180	**Net movement at Period 6 – £10.120m decrease.**
Property Minor Works	8,100	-500	0	-500	7,600	**Net movement at Period 6 – £0.500m decrease.**
Vehicles	9,290	-1,744	0	-1,744	7,546	**Net movement at Period 6 – £1.744m decrease.**
Digital, Data and Technology	4,984	-654	36	-618	4,366	**Virements in Period 6**: £36k transferred from CivTech to ESN. Internal Virements – transferred underspends totalling £0.030m from Replacement / upgrade of AV kit (£0.020m), Systems Infrastructure (£0.007m) and Data Centre / Disaster Recovery (£0.001m) to PC's, laptops and peripherals. **Net movement at Period 6 – £0.618m decrease.**
Operational Equipment	9,726	-1,056	-8	-1,064	8,663	**Virements in Period 6:** Increase expenditure budget to reflect addition of CivTech grant funding for temporary Operational Development & Innovation Manager (£0.028m). Transfer £0.036m SFRS funding from CivTech to DDaT. **Net movement at Period 6 – £1.064m decrease.**
Total	**63,400**	**-14,073**	**28**	**-14,045**	**49,355**	
Project Funding						
Capital DEL	-48,400	0	0	0	-48,400	
Capital Grant – CivTech	0	-306	-28	-334	-334	**Period 6**: Addition of CivTech grant (VAT Element) to fund Operational Development & Innovation Manager (£0.028m) **Net movement at Period 6 – £0.334m increase.**
Capital Receipts – Property	-15,000	14,485	0	14,485	-515	**Net movement at Period 6 – £14.485m decrease.**
Capital Receipts – Vehicles	0	-106	0	-106	-106	**Net movement at Period 6 – £0.106m increase.**
Total	**-63,400**	**14,073**	**-28**	**14,045**	**-49,355**	

Property Major Works – New Build Programme

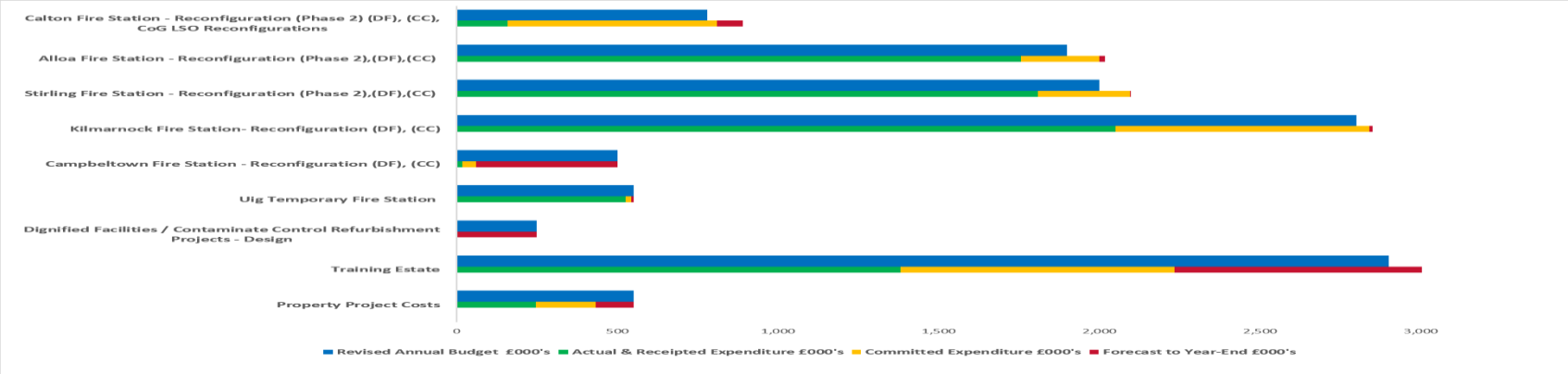
Progress in the month	Progress anticipated in coming months
• Alternative options for **Dalkeith Fire Station** continue to be discussed in conjunction with Hub South-East. • Demolition works at the former **Liberton Fire Station** have been completed. Delays to utility cable diversions in the local area are impacting the construction programme, resulting in an estimated 15-week delay and associated additional costs. • Design development continues to progress for **Livingston Fire Station**, with the planning application now submitted.	• Finalise construction contract arrangements for **Dalkeith Fire Station**, to enable works to commence on site. • Construction to commence at **Liberton Fire Station**. • Progress the completion of the site acquisition only for **Portree Fire Station.** • **Livingston Fire Station** design development to progress to RIBA Stage 4.



Milestone RAG	Deviation from Budget RAG
• Most projects continue to progress in line with planned milestones and maintain a Green milestone RAG status. **Dalkeith Fire Station** remains **Red** following receipt of an initial cost estimate from Hub Southeast that exceeds the approved budget. Options are being assessed to determine the preferred way forward, with potential implications for the programme's delivery timescales, phasing and funding profile. • **Liberton Fire Station** is also rated **Red** due to the required power cable diversion, which will impact project timescales by 15 weeks, and potential PFAS remediation works. As a result, the overall programme milestone RAG status is **Red**.	• The Budget RAG status is **Red,** reflecting a forecast **underspend of £1.997m**, largely driven by delays to expenditure on the **Dalkeith, Liberton** and **Portree Fire Station** projects. • To mitigate the forecast variance, contingency options are being explored, including reviewing the 2027-28 Capital Programme for opportunities to accelerate planned investment and optimise the use of available funding. Once an alternative delivery plan has been agreed, budget virements will be processed with the Budget RAG status expected to return to Green.

Property Major Works - Development Programme / Other

Progress in the month	Progress anticipated in coming months
• Contract for the car park works at Calton Fire Station has been agreed, with work expected to commence mid-October. • Work at **Alloa** and **Stirling Fire Stations** has been completed and handed over. • The pricing proposal for **Campbeltown Fire Station** is currently undergoing market testing. • The Building Control certificate for the temporary station at **Uig** has been received and the building handed over. • Within the Training Estate, installation of the **CFBT at Perth** is progressing well and on track for completion in October.	• Completion of the refurbishment works at **Kilmarnock Fire Station,** which is expected to be re-occupied this year. • Complete feasibility assessments and progress design development for **Dignified Facilities / Contaminate Control Refurbishment** projects. • Finalise designs, secure planning consent and commence construction for **Training Estate** projects at Sumburgh and Portlethen.



Milestone RAG	Deviation from Budget RAG
• The overall programme Milestone RAG is **Green,** with **Alloa and Stirling** now complete and good progress continuing at **Kilmarnock Fire Station**. • Work is ongoing to identify feasible and deliverable projects within the **Dignified Facilities / Contaminate Control Refurbishment Programme** that can progress to design during the current financial year. Progress and delivery timescales will continue to be monitored closely over the coming months**.**	An overspend of £0.422m is currently anticipated, primarily as a result of the good progress achieved at **Calton**, **Alloa, Stirling** and **Kilmarnock Fire Stations**, together with a number of smaller budget virements reflecting the current spend profile. It is expected that this can be accommodated within the overall Property Major Works underspend, resulting in an **Amber** Budget RAG status. Budget virements will be processed, where necessary, to return the Budget RAG status to Green.

Property Major Works (New Build) – RAG Status

Project Description	Current Year Project Milestones	Progress / Issues in Achieving Milestones	Milestone RAG	Deviation from Original Budget	Budget RAG	Project Risks Identified	Risk RAG
Dalkeith Fire Station – New Build (RAAC), (DF), (CC)	Get Price, conclude construction contract	On Hold awaiting Cost Reduction exercise and Management decision on progression		P3 Programme Realignment – Budget reduced by £5.5m to reflect revised cashflows Capital program reviewed and budgets realigned to reflect latest projected spend information. Decisions on Dalkeith could have a significant impact on other projects both in this financial year and in future years.		Risk that design team may not novate from NEC4 to Hubco DBDA, Hubco unable to comply with SFRS requirement for PBA, final price has exceed previously indicated Hubco price, reliance on third party provision of water supply and drainage infrastructure if delayed	
Liberton Fire Station – New Build (RAAC), (DF), (CC)	Conclude Temporary Accommodation Lease, Decant Station, Demolish Existing Building, Progress Construction Project	Demolition complete, SPEN HV Cable diversion timescales compromises construction programme (15 week delay) will impact programme and incur delay costs. CE awaited		P3 Programme Realignment – Budget reduced by £1.7m to reflect revised cashflows Contract Activity schedule and cashflow currently indicating an £6.7m spend this year To be review when risks associated with post demolition are realised. Awaiting revised Activity Schedule and CE following delay estimation		Ground investigations cannot be completed until demolition of existing building , risk that foundations may need redesigned which would incur 10 week delay, reliance on third parties for utility disconnection to permit construction to progress which may cause delay	
Livingston Fire Station – New Build (RAAC), (DF), (CC)	Progress to Stage 4 & decide on progression to tender dependant upon available budget in future years	Design development in progress, Planning application submitted, no current issues, will require confirmation of funding or deferral of tender		P3 Programme Realignment – budget increased by £0.050m. Additional allocation of £160k required to complete works initiated last financial year			
Portree Fire Station – New Build On Call (RAAC)	Conclude site purchase and progress to Stage 4 & decide on progression to tender dependant upon available budget in future years;	SLT Decision – Project on hold until future years, only site purchase to progress		Cost Plan for Stage 2 estimate £6M which is significantly more than allocation		Decision to progress at this cost required as significantly more than current allocated budget provision Decision to progress to tender dependant on available funding in this and future years	
Stewarton Fire Station – New Build (RAAC), (DF), (CC)	On Hold until future years						
Huntly Fire Station (On-Call) – New Build (RAAC), (DF), (CC)	Progress to stage 4 ready to commence tender process in future years.	SLT Decision – Project on hold until future years		P3 Programme Realignment – budget reduced by £0.100m. Reduced budget requirement as project to be put on hold following design development with no tender/SI this year			
Glasgow New Build Fire Station – (DF), (CC)	On Hold until future years			P3 Programme Realignment – budget reduced by £0.700m.			

Property Major (Development) – RAG Status

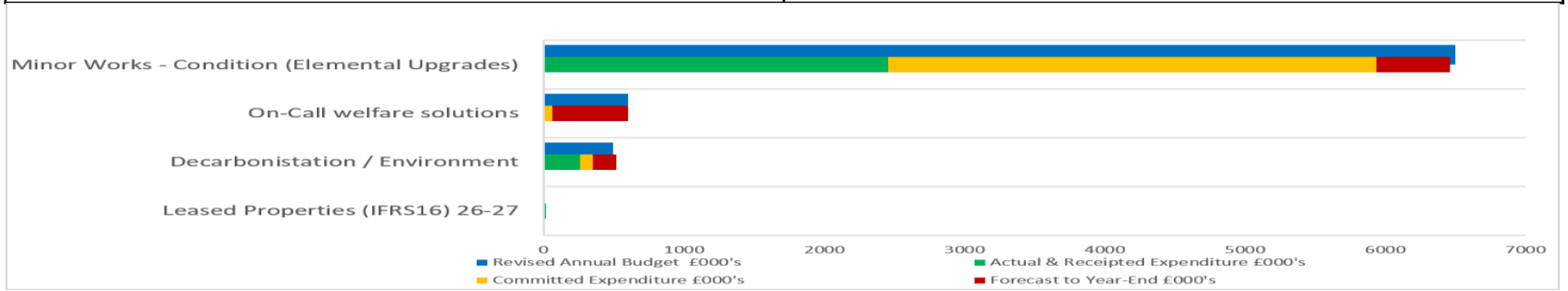
Project Description	Current Year Project Milestones	Progress / Issues in Achieving Milestones	Milestone RAG	Deviation from Original Budget	Budget RAG	Project Risks Identified	Risk RAG
Calton Fire Station – Reconfiguration (Phase 2) (DF), (CC), CoG LSO Reconfigurations	Get planning approval, carpark, price and complete al phases of project	Car park works to commence mid October with 14 week program completion expected prior to year end		P3 Programme Realignment – budget increased by £0.180m. Reflective of position achieved at year end and prices received post middle east issues.. Additional £260k required this year.		Work on existing building brings risk of unknowns and contingency should be made available within budget	
Alloa Fire Station – Reconfiguration (Phase 2),(DF),(CC)	Complete project & reoccupy station	Complete and handed over, now in defects liability period, negotiationing Final account		P3 Programme Realignment – budget reduced by £0.200m. Reflective of position achieved at year end. Replacement of failed heating system incorporated into project. Current forecasted spend c£2,000,000 – £2,050,000		Work on existing building brings risk of unknowns and contingency should be made available within budget	
Stirling Fire Station – Reconfiguration (Phase 2),(DF),(CC)	Complete project & reoccupy station	Complete and handed over, now in defects liability period, negotiationing Final account		P3 Programme Realignment – budget reduced by £0.400m. Reflective of position achieved at year end. Replacement of failed heating system incorporated into project. Current forecasted spend c£2,100,000 – £2,150,000		Work on existing building brings risk of unknowns and contingency should be made available within budget	
Kilmarnock Fire Station– Reconfiguration (DF), (CC)	Complete project & reoccupy station	In progress on site and on program		P3 Programme Realignment – budget reduced by £0.100m. Reflective of position achieved at year end. Current forecasted spend c£2,800,000 – £2,850,000		Work on existing building brings risk of unknowns and contingency should be made available within budget	
Campbeltown Fire Station – Reconfiguration (DF), (CC)	Complete approved design, get permissions, get price, commence works	Currently being market tested		Awaiting results of market testing		Estimated costs may rise due to construction inflation and impact of middle east situation. Electrical supply undersized for proposed development, new supply being priced and timescales to be confirmed	
Uig Temporary Fire Station	Complete project & occupy	Complete and handed over, now in defects liability period, negotiationing Final account		P3 Programme Realignment – budget increased by £0.050m. Reflective of position achieved at year end; Current forecasted FA c£550,000 – £575,000			
Dignified Facilities / Contaminate Control Refurbishment Projects – Design	Determine possible projects for approval, Procure Design teams, progress designs to inform future years works programmes.	Currently assessing estate to identify those with feasible/deliverable solutions		P3 Programme Realignment – budget reduced by £0.250m.		Work being undertaken to determine a prioritised list of viable projects , Lack of internal project management resource and requirement to procure design team support to deliver	

Property Major (Development) (Cont) – RAG Status

Training Estate							
Perth CFBT	Complete project & commission	In progress on site. Completion anticipated this month for both CCU and CFBT		Current forecasted FA c£1,300,000 - £1,350,000			
Dreghorn CFBT c/v Smoke Capture	Complete project & commission	Complete		Current forecasted FA C£320k			
Sumburgh Welfare	Obtain permissions, get price, commence works, complete project	Awaiting Planning permission - planning request an additional 5 spaces on top of existing airport parking - in discussion with HIAL				Estimated costs may rise due to construction inflation and impact of middle east situation	
NTC CFBT c/v Smoke Capture	On Hold until future years						
Portlethan DC Reconfiguration for DF, CC and BA Maint	Develop brief, get approval, procure DT, design, obtain permissions, price and commence project	DT appopinted; Currently engaging with Training to develop a project brief for agreement and submission to SMB for consideration and approval		Budget to be realigned as project will progress across financial years		Full scope to be developed and estimated costs may rise due to construction inflartion and impact of middle east situation	
Training Estate - Assets Various	Complete projects	A number of necessary investments identified for training assets instructed and in progress		Minor training estate works, will require a budget allocation from within over all training estate allocation.			
Property Project Costs	Recruit two Project Managers	SLT approved 2no PM post currently being advertised		Recruitment of additional staff reduced and delayed. Year end spend dependent on sucessful recruitment		PM salarys in SFRS below the current market, may make recruitment of suitably qualified and experianced candidates difficult	
TOTAL PROPERTY MAJOR WORKS							

Property Minor Works

Progress in the month	Progress anticipated in coming months
• Various **Minor Works** projects are progressing across design, pricing, programming and delivery stages with £5.936m spent / committed to date (91% of the approved annual budget). In summary; 84 Complete, 22 In Progress, 13 Instructed, 1 Design, 13 Pricing, 12 Programmed and a further 7 Proposed. • For the **On-Call Welfare Solutions** project, options are being assessed to identify and prioritise sites where practicable and deliverable solutions can be progressed. • Within the **Decarbonisation / Environment project**, the remaining fuel site remediation is now complete and the heating replacement project at Invergordon has been instructed.	• **Minor Works** projects are expected to continue to progress well throughout the remainder of the financial year. • Progress the remaining **Decarbonisation and Environment** projects: including **on-call station heating control** projects, the **boiler replacement at McAlpine Road, Dundee** and the **heating replacement at Invergordon**.



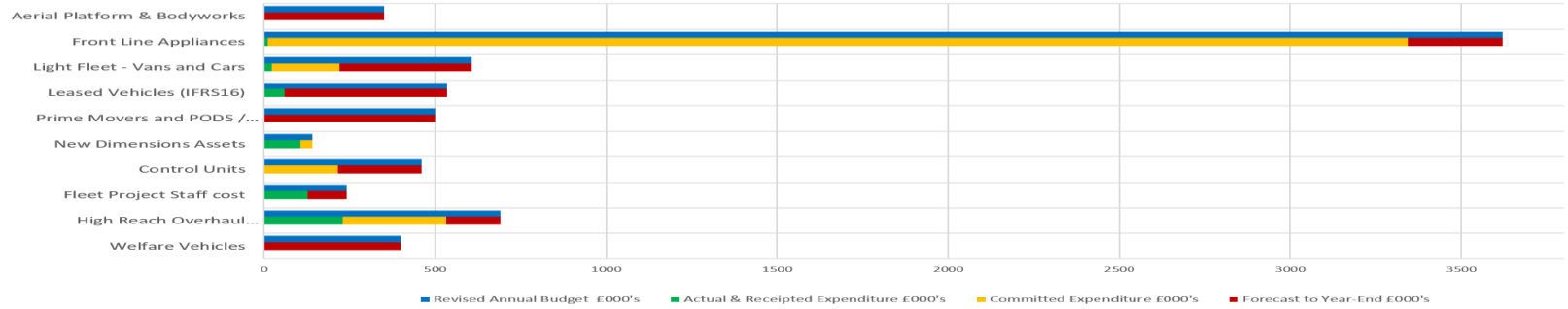
Milestone RAG	Deviation from Budget RAG
• Property Minor Works programme continues to progress well and remains on track overall, with good progress across the majority of projects. • The **On-Call Welfare Solutions** project is currently rated **Amber** while work continues to identify suitable sites and develop feasible, deliverable solutions. This position is expected to improve as site options are confirmed and proposals are developed. Overall, the Milestone RAG status remains **Green**.	• The Budget RAG status is **Green**. While there are some minor variances across individual projects, these are being managed within the overall programme budget, and no issues are currently anticipated.

Property Minor Works – RAG Status

Project Description	Current Year Project Milestones	Progress / Issues in Achieving Milestones	Milestone RAG	Deviation from Original Budget	Budget RAG	Project Risks Identified	Risk RAG
Minor Works - Condition (Elemental Upgrades)	Progression of various projects	Various projects in either design, pricing, programming or delivery, no foreseeable issue with achieving spend - Summary:- Complete 61, Deferred 21, In Progress 17, Instructed 29, On Hold 3, Pricing 17, Programmed 22, Proposed 17 - Total 171					
On-Call welfare solutions	Determine approved projects, Procure DT support, Design, obtain permissions price and commence projects	Currently assessing estate to identify those with feasible/deliverable solutions. Now in receipt of H&S questionnaire output.				Work still required to determine a prioritised list of viable projects. Lack of internal project management resource. Solutions may still require design, site investigations, statutory permissions and utility connections all by third parties.	
Decarbonistation / Environment	Progression of various projects	8 Fuel site remediations complete and 1 in progress, HQ Solar farm commissioned, 4 OC station Htg Controls in progress and 1 in progress, Macalpine Road Boiler Replacement and Invergordon heating being priced, Solar farm Portlethan being investigated		P3 - Programme Realignment - budget reduced by £0.500m.			
Leased Properties (IFRS16) 26-27	Renewal of various Property Leases including Craighead, Bayhead and Kilcreggan, along with extensions for Bixter and Bressay.	Newtonmore (£15k) and Bressay (£7k - 6 months)		Budget virement to be processed to allocate funding to this project.			
TOTAL PROPERTY MINOR WORKS							

Vehicles

Progress in the month	Progress anticipated in coming months
• **Frontline Appliances:** The remaining six vehicles from the 2025/26 batch of 10 have been inspected and accepted. A further 15 vehicle builds are scheduled for completion later in the year, utilising chassis procured in 2025/26. • **DIM Vehicles:** Production of all four vehicles continues to progress. While delivery remains behind the original programme, all 4 units are currently expected to be delivered by end of October / early November. • **High Reach Units**: The 10-year overhaul of the first High Reach Unit has been completed. Preparations are underway to transport the second unit to Germany to commence its overhaul programme.	• Procure up to **4 Management Team vehicles** and continue the replacement of light vehicles with **Electric Vehicles (EV's)** where operationally feasible. • Award the contract for and commence procurement of up to **5 Water Carriers** (demountable pods). • Delivery of four base vehicles for **Control Units,** with delivery anticipated in December 2026, and advance the conversion contract for up to 2 units during 2026-27. • Progress the **Welfare Van** conversion programme, **commission Crew Vans** and procure up to **2 x Welfare Trailers**.



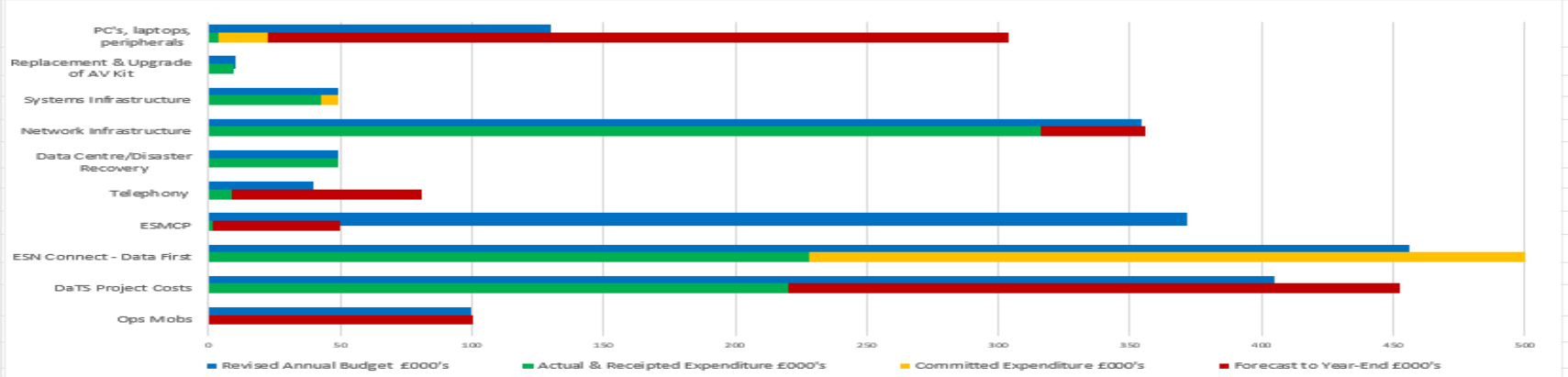
Milestone RAG	Deviation from Budget RAG
• The majority of projects continue to report a **Green** milestone RAG. However, the **Aerial Ladder Platform (ALP's) contract requires to be re-tendered**, which is expected to result in a delay to procurement and delivery timescales. This will continue to be monitored in the coming months.	• The budget RAG status is **Green** with forecast expenditure currently aligned to the approved budget. • Procurement timescales for the **ALP's, Water Carriers, Control Units** and **Welfare Units** may influence project delivery schedules and impact spend. This could be offset by potential cost pressures associated with the overhaul of the High Reach units. The position will be kept under close review over the coming months.

Vehicles – RAG Status

Project Description	Current Year Project Milestones	Progress / Issues in Achieving Milestones	Milestone RAG	Deviation from Original Budget	Budget RAG	Project Risks Identified	Risk RAG
Aerial Platform & Bodyworks	Award Contract and Purchase Chassis Element.	Issues with the contract award has resulted in the tender being withdrawn. The specification has now been updated in relation to the suspension/jacking system and the tender resubmitted to the market. We have met with Procurement in relation to this and the process is underway.		P3 - Programme Realignment - £1.250m reduction due to withdrawal of tender. No Deviation at this time, however this may require to be adjusted in line with the revised anticipated progress.		Possible delay on the completion of these units as a result of the re-issuing of the tender process.	
Front Line Appliances	Complete 10 units slipped from 2025/26 and 15 units from 2026-27.	All 10 units expected to be completed in the 26-27 FY have been inspected and delivered to SFRS. The 15 units for this year are expected to go into production in November 2026. Additional funds may be required to adapt the 15 new builds to the new SCBA requirements.		P2 - £312 transferred to New Dimension Assets; P4 - £240m transferred to High Reach Appliances to cover the anticipated budget shortfall in additional costs identified during the overhauls.			
Light Fleet - Vans and Cars including transition to ULEVs	Purchase up to 4 Management Team cars and replace other light fleet with EV's where possible.	Quotes being prepared for Management Team Cars as well as replacement FDM response cars. We are working with procurement colleagues to finalise route to market via the CCS Framework. Furthermore, we are also working with Procurement to outright purchase the Telehandler Forklift currently being leased at Portlethen Training Centre. Budget will also support the commissioning of vehicles procured 25/26 FY.		P3 - Programme Realignment - reduction of £450,000 P5 - additonal £106,319 funded by capital receipts.			
Leased Vehicles (IFRS16)	Bring in up to 20 Lease Cars and possibly a telehandler forklift.	Request made for quotes to supply Kia EV3's plus a Telehandler unit. Finance colleagues have confirmed there is currently budget provision to order 16 cars, with potential for further funding later in the year to allow the lease of the full 20 cars.					
Prime Movers and PODS / Water Carrier Strategy	Award Contract and purchase up to 5 water carriers.	User Intelligence Group (UIG) now established and a series of meetings have been completed. The direction of travel has now been confirmed as Demountable Pods for use with Prime Movers. and we are now working on a specification and other required documents such as the PUWER.				Risk associated with the availability and capacity of the suppliers on the framework and availsble build slots.	
New Dimensions Assets	Complete 4 DIM Units.	All four vehicles are in production and at the final build stage. One unit was anticipated to be delivered by late July, however this did not materialise, All four vehicles are now expected for delivery at the end of September, early October.		P2 - £312 vired from Frontline Appliances			
Control Units	Purchase Base Vehicles and award conversion contract to complete up to 2 units in 2026-27.	Orders placed with Iveco for four base vehicles with delivery expected in December 2026.				Risk associated with the availability and capacity of both Commissiong staff and Procurement staff.	
Fleet Project Staff cost	Pay full wages and overtime for any work on Capital Projects for the Commissioning Team.	All staff working on Capital Projects on a full time basis. We are projecting a small overspend due to additional staff payments.		This may require a small virement toward the end of the financial year to cover additional cost for overtime etc.			
High Reach Overhaul Programme	Send up to three Height Units to Germany for their 10 year overhaul.	One ALP unit currently in Germany for overhaul and due completion and return to the UK mid September. One unit due to be sent for this work in September and the third unit in January with completion towards the end of the financial year. It is anticipated there will be a requirement for funds to cover any additional works found during the inspection process.		P3 - Budget Realignment - Reduction of £0.150m reflecting only 3 of the 4 planned height unit overhauls may now be delivered in 2026/27. P4 - Budget virement of £240k processed from Frontline Appliances to cover the anticipated cost of additional work identified during overhaul (£80k x 3).		Risk of additional defects being identified during overhaul inspection process which could push up costs.	
Welfare Vehicles	Welfare Van conversion, Crew van commissioning and purchase up to 2 x welfare trailers.	Quotes for towable welfare units received, route to marked currently being discussed with Procurement.UIG established for towable welfare units and we are now working on required documentation such as EHRIA and PUWER. Also route to Market for Van conversions required.				Risk associated with the availability and capacity of both Commissiong staff and Procurement staff as well as the route to market for the towable units.	

Digital, Data and Technology (exc NMS)

Progress in the month	Progress anticipated in coming months
• **Network Infrastructure:** Installation works continue to progress well in conjunction with Property, with a number of invoices certified and paid during September. • **Telephony:** Contract award process for the replacement of desktop handsets is progressing. • **ESN Connect:** A further 73 installations were paid during the month, bringing the total delivered this financial year to 177. • **Operational Mobilisation:** Contract award progressing.	• Replacement of approximately 650 **end-of-life laptops** will be progressed, with additional funding of £0.300m requested to support delivery. • **ESMCP** – The procurement of station-end hardware will be completed. Work will continue across all projects to ensure that expenditure is committed in line with service requirements.



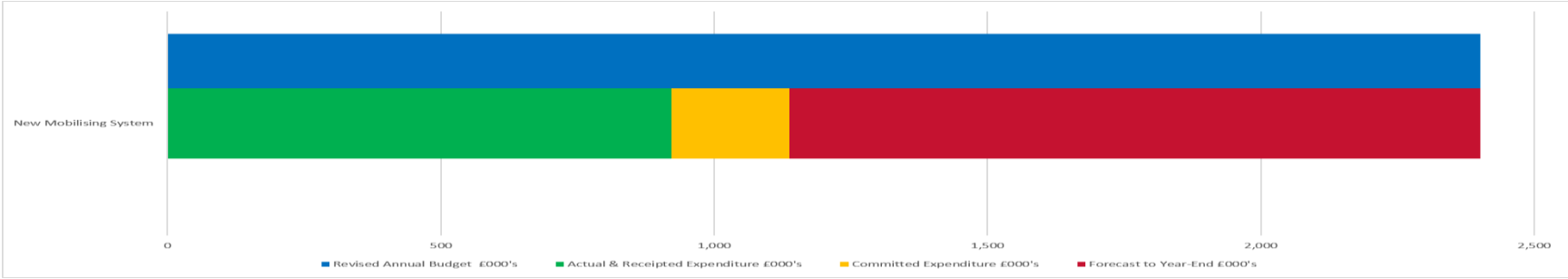
Milestone RAG	Deviation from Budget RAG
• The majority of DDaT projects remain on track and continue to maintain a Green RAG status. Delivery of the **ESMCP** solution is now expected to extend beyond the current financial year; however, mitigation options are being explored. Delivery risks continue within the **ESN Connect – Data First** project due to vehicle availability, scheduling and installation dependencies. Progress will continue to be closely monitored given the potential impact on programme completion by 31 March 2027.	• The DDaT Budget RAG status is **Amber,** reflecting forecast variances across the programme and a **net projected overspend of £0.256m**, primarily driven by the replacement of approximately 500 end-of-life laptops. • An underspend of £0.272m on the **ESMCP** project is proposed to be reallocated to support ESN delivery, reducing the requirement for additional Scottish Government funding in 2026/27. This funding will require to be reinstated in future years. Budget virements will be undertaken as required to align resources with programme forecasts and support a return to a Green RAG status.

Digital, Data and Technology (excl NMS) – RAG Status

Project Description	Current Year Project Milestones	Progress / Issues in Achieving Milestones	Milestone RAG	Deviation from Original Budget	Budget RAG	Project Risks Identified	Risk RAG
PC's, laptops, peripherals	Additional funding of £300k provisionally approved to allow for replacement of approx 500 end of life laptops.	Quotes in progress - will be raised in P7		Additional funding requested for laptop replacement		Source of additional funding not yet confirmed	
Replacement & Upgrade of AV Kit	No signidficant spend planned	N/A		P4 - Projected underspend of £20k transferred to Network Infrastructure for additional WAN purchases.			
Systems Infrastructure	Interim staff contracts now concluded. No further spend anticipated.	Both pieces of work are now complete.		P4 - Projected underspend of £44k transferred to Network Infrastructure for additional WAN purchases.			
Network Infrastructure	Wireless Access Point purchase and installation at all WT stations. . Hardware purchases relating to delivery of new Wide Area Network - Milestone payments across this and next 2 FYs have been agreed and the first payment has been made.	Wide Area Network hardware omitted from original forecasting - additional funding approved. First hardware milestone payment completed. WiFi install work progressing well via Property		P4 - Projected underspends totalling £104k from Replacement & Upgrade of AV Kit (£20k), Systems Infrastructure (£44k) and Cyber Security provision (£40k) transferred to contribute to initial WAN hardware purchases			
Data Centre/Disaster Recovery 26-27	Hardware purchase for new Back Up Server	Completed					
Telephony	1) Replacement of desktop telephone handsets. 2) Phase 1 replacement of end of life mobile handsets 3) 0.5FTE Fulfilment Officer coordinating mobile device estate & End User Computing equipment distribution	1) PO ready to be raised on completion of contract award. 2) Planned Jan-March 27 3) Ongoing salary				Risk around timeline of procurment work for Teams Telephony project	
Cyber Security Provision	No anticipated spend - line budget vired to Network Infrastructure	N/A		P4 - Projected underspend of £40k transferred to Network Infrastructure for additional WAN purchases.			
ESMCP	Station end kit hardware purchase	Procurement in progress. Likely significant underspend, can be used to offset ESN Connect line				Until scoping work is complete, there is a risk that the project cannot be delivered within the current financial year.	
ESN Connect - Data First	Vehicle installations & associated costs.	Installations progressing well.		P2 - £45,500 vired from CivTech, P6 - £34,000 vired from CivTech		Risks around availability and scheduling of vehicles, and fitting times. Progressing well but remaining Amber as winter poses a risk around travel and availability	
DaTS Project Costs	Salary costs of Programme Delivery team	Ongoing - overspend forecast		Forecasting £40k overspend			
Ops Mobs	Pagers and station end kit	Contract award in progress, still ont rack to spend out.					

New Mobilising System (NMS)

Progress in the month	Progress anticipated in coming months
• Project received a **Green Delivery Confidence Assessment** following the recent DAO Go-Live Review. • **CoCo application** received on 1 September. • **Edinburgh Operations Control (EOC) end-user training completed** on 8 September. • 100% of **Mobile Data Terminal (MDTs)** were successfully migrated in the East from the NMS / Consolidated Gateway perspective. • 100% of **East stations** were successfully connected, enabling station mobilising capability. • **Partial delivery of the Gartan integration**, with appliance status updates provided by the scheduler on a 2-minute intervals, which was assessed as acceptable for go-live. • **Telent's OS firewall upgrade** encountered issues on 28 September; however, this was not considered an issue for go-live. • **CAD go-live in EOC was successfully completed on schedule on 30 September.**	• **EOC handover to Business as Usual** scheduled for 2 October. • **CAD configuration work** continues in preparation for Dundee Operations Control (DOC) and Johnstone Operations Control (JOC) go-lives. • **North and West MDT pilots** to commence week commencing 5 October. • **MDT migration** to commence on 12 October, supported by additional resources to accelerate deployment in the North. • **Station mobilising connectivity** work continues across the North and West, with resourcing and delivery schedules prioritised. • **Telent OS firewall upgrade** planned for delivery.



Milestone RAG	Deviation from Budget RAG
• The Milestone RAG status remains **Amber** due to the challenging timescales for delivering CAD to the Dundee and Johnstone Control Rooms by November 2026. Key risks relate to the successful migration of MDT's to the Consolidated Gateway within the planned 2-week migration period and the completion of station connectivity works ahead of go-live.	• The Budget RAG status is currently **Green**, with no significant budget issues currently identified. Expenditure will continue to be monitored throughout the remaining Operational Control go-lives to ensure delivery remains within the approved budget.

NMS – RAG Status

Project Description	Current Year Project Milestones	Progress / Issues in Achieving Milestones	Milestone RAG	Deviation from Original Budget	Budget RAG	Project Risks Identified	Risk RAG
New Mobilising Syetem	• EOC CAD go-live - 30th Sept - complete • DOC CAD go-live - 27th Oct • JOC CAD go-live - 24th Nov	The NMS project is reporting AMBER due to continued compressed timelines to deliver CAD in Dundee and Johnstone control rooms by November 2026. Key risks to achieving these dates relate to the number of MDTs to be successfully migrated to the consolidated gateway in the 2-week migration window and the number of stations to be connected for successful station mobilising ahead of the go-lives.		P3 - Budget virement processed to reduce the budget from £3,055,307 to £2,401,807: -10 Firefighters Training - £0.434m -CCP Costs - £0.310m -Less Addn Boomi Costs (£0.091m) No variance from P6. Contingency will be reviewed as part of P7.		Key risks to achieving these dates relate to the number of MDTs to be successfully migrated to the consolidated gateway in the 2-week migration window and the number of stations to be connected for successful station mobilising ahead of the go-lives.	
TOTAL DDaT							

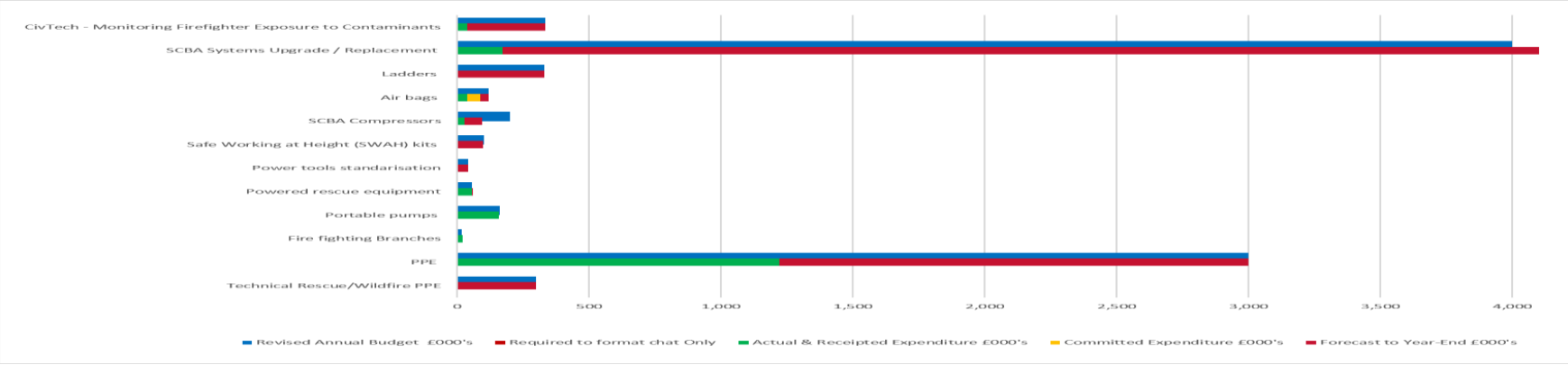
Operational Equipment

Progress in the month

- The first orders for **Airbags** and **Powered Rescue Equipment** have been received, with associated expenditure processed during the month.
- **Self-Contained Breathing Apparatus (SCBA) Systems Upgrade:** Procurement remains on track, with approval of the Interim Final Business Case on 2 September and contract award successfully completed on the 4 September.
- The **CivTech** project continue to progress in partnership with FireHaz Research. While some programme delays have been experienced, a revised milestone plan has been approved to support project delivery.

Progress anticipated in coming months

- **Operational Equipment** procurement will continue, with further orders planned for ladders, airbags, SCBA compressors, safe working at height equipment and standardised power tools.
- The planned monthly **PPE** replacement programme remains on schedule, supporting both wholetime recruitment and on-call firefighter recruitment campaigns.



Milestone RAG

- All Operational Equipment projects remain on track and retain a **Green** status.

Deviation from Budget RAG

- The Budget RAG status remains **Green,** with no significant issues currently anticipated. Following approval of the revised CivTech milestone plan, the SFRS funding requirement has reduced by £0.036m. A budget virement was processed in Period 6 to transfer the associated funding to DDaT. In addition, grant funding for the temporary Operational Development & Innovation Manager (£0.028m) has now been incorporated into the programme budget.

Operational Equipment – RAG Status

Project Description	Current Year Project Milestones	Progress / Issues in Achieving Milestones	Milestone RAG	Deviation from Original Budget	Budget RAG	Project Risks Identified	Risk RAG
CivTech - Monitoring Firefighter Exposure to Contaminants (Challenge 10.2)	Milestone Payments 5.2 to 17 to FireHaz Research totalling £0.342m offset by CivTech grant income of £0.306m. Temporary Operational Development & Innovation Manager for 6 months. To be funded by CivTech additional grant.	Delay in milestone payments 6,7 and 8. Milestone payment 9 has now been partially made. A revised milestone plan has now been approved which should support project delivery and allow the project to complete as per the original timescales (Autumn 2027).		P2 - £306,000 CivTech grant funding added to the budget. £45,500 SFRS funding no longer required this f/y transferred to ESN (DDaT). P6 - Due to revised milestone payments, £36,000 remaining SFRS funding not required this year vired to DDaT. £28,000 CivTech additional funding added to the Programme to fund Operational Research & Innovation Manager for 6 months.		Project was behind schedule and programme milestones have been rephased. Project should be back on track.	
SCBA Systems Upgrade / Replacement	SCBA Project team costs for 1 x GC ,1 x SC , 3 x WC , 1 x PM.	Project team in place, additional SC now recruited and in post. Procurement activity for the Self-Contained Breathing Apparatus (SCBA) Systems/Upgrade project complete and contract awarded 7th Sept, Ongoing discussions on final specification and SFRS requirements prior to orders being placed. All goods will be delivered to SFRS before 31st March 2027.				Failure to achieve contract award.	
Operational Equipment							
Ladders	33 sets of ladders to be ordered circa £10k per set	orders still to be placed		P3 - Programme Realignment (£0.016m)			
Air bags	50 full sets of air bags to be ordered circa £2,300 per set	Orders placed for heavy lifting bags and additional control valves £40k additional orders to be placed.					
SCBA Compressors	Temp RDI GC post has reverted back to service delivery.Spend at this point was on salary costs. Project for SCBA compressor will not be achieved for spend this financial year. Budget will be split into other projects circa £50k for drones and remaining	procurement process still to be completed, predicted not to be in place to alloow spend to b				UIG and procurement proceses still to be undertaken.	
Safe Working at Height (SWAH) kits	Replacement of SWAH equipment	orders still to be placed					
Power tools standardisation	Standardistion of Power tools on front line appliances	orders still to be placed, new contract required due to supplier entering administartion, partial budget transfer to PRE line.		P4 - £57k vired to Powered Rescue Equipment			
Powered rescue equipment	2 sets of Heavy PRE required to be ordered	Order placed for 2 sets of heavy PRE now delivered into service.		P4 - £57k vired from Power Tools Standardisation			
Portable pumps	30 new LPP's for new appliances	Order placed and all pumps now delivered into service					
Firefighting Branches	Replacement branches for NSDA.	orders placed for 40 new branches and now delivery. £566 over budget will cover from other line.					
PPE	12 monthly replacements costs £102k per month, 120 WT recruits , 234 OC recruits	Ongoing monthly charges and recruit campaigns		P3 - Programme Realignment - Updated information in relation to Trainee firefighter recruitment has enabled a reduction in required investment for structural firekit (£0.600m)			
Technical Rescue/Wildfire PPE	Orders to be placed following completion of Wildfire PPE Strategy	Currently undertaking sizing for additional wild fire PPE at Inverness wt and OC, Grantown and Nairn. Procurement completing contract award for new PPE contract.		P3 - Programme Realignment - a delayed roll out of enhanced Technical Rescue/Wildfire PPE (£0.700m)			
TOTAL OPERATIONAL EQUIPMENT							

SCOTTISH FIRE AND RESCUE SERVICE

Scottish Fire and Rescue Service Board

Report No: B/FCS/10-26

Agenda Item: 17

Report to:	**THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**29 OCTOBER 2026**							
Report Title:	**RESOURCE BUDGET OUTTURN REPORT - 2025/26**							
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To advise the Board of the final Resource Budget position for the financial year 2025/2026.
2	**Background**
2.1	The Scottish Government initially allocated funding to 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 was subsequently revised upwards by £0.1million to £332.2million.
2.3	In addition, the Scottish Government recognised the following budget adjustments and realigned the budget during the Autumn Budget Revision process (ABR): • £3.42m towards funding the additional National Insurance costs. • £1.0m to support the ongoing delivery of SSRP. • £0.414m 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 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 was 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: • £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 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 therefore resulted 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 on Appendix A – Consolidated Financial Position.
3.2	This report details the final underspend against budget of £0.510million.
3.3	The outturn highlights that employee costs overspent by £0.029million. There were overspends on Support of £0.630million and On-Call £0.044million. These were partially offset by an underspend of £0.420million on Control staff and £0.225million on Wholetime staff.
3.4	Other Employee related costs overspent by £0.767million, mainly the result of an increase in the holiday pay accrual relative to 2024/2025, offset by lower than budgeted leavers on ill-health grounds.
3.5	On non-employee costs there were underspends in Property £0.886million and Third-Party Payments of £0.246million. Supplies & Services, Transport costs and Financing costs overspent by £0.576million, £0.319million and £0.065million respectively.
3.6	Income over recovered by £1.105million and there was a gain on disposal of fixed assets of £0.029million.
4	**Recommendation**
4.1	The Board is asked to scrutinise the final outturn position for the financial year 2025/2026.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** In relation to the risk of failing to provide a safe and effective emergency response SFRS has a **Minimalist** appetite.
5.1.2	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 5.2.1	**Financial** The financial implications are detailed within the report.
5.3 5.3.1	**Environmental & Sustainability** There are no environment and sustainability implications directly associated with this report.
5.4 5.4.1	**Workforce** The workforce implications are detailed within the report.
5.5 5.5.1	**Health & Safety** There are no health and safety implications directly associated with this report.

5.6 5.6.1	**Health & Wellbeing** There are no health and wellbeing implications directly associated with this report.	
5.7 5.7.1	**Training** The training implications are detailed within the report.	
5.8 5.8.1	**Timing** The potential savings associated with proposed actions are based on immediate implementation. Any delay will reduce the impact of these measures.	
5.9 5.9.1	**Performance** The financial performance of the Service is measured by key performance indicators. This report provides further context to those figures.	
5.10 5.10.1	**Communications & Engagement** Once presented to the Board, this report will be a public document and will be available via the Service website.	
5.11 5.11.1	**Legal** SFRS is required, under the Scottish Public Finance Manual and Scottish Government's Governance and Accountability Framework, to manage its expenditure, in pursuit of the SFRS Strategy 2025-28 and the Fire and Rescue Framework for Scotland 2022, within the budget allocation provided.	
5.12 5.12.1	**Information Governance** DPIA completed No. DPIA is not required as advised by Information Governance Function as the report contains no personal identifiers	
5.13 5.13.1	**Equalities** EHRIA completed Yes~~/No~~. An EIA was completed for the Resource Budget 2025/2026. 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.	
5.15 5.15.1	**Prevention** The Prevention implications are detailed within the report.	
6	**Core Brief**	
6.1	The Director of Finance, Digital and Infrastructure advised the Board of the resource budget outturn position for the financial year 2025/2026. The final resource monitoring report shows a final underspend against budget of £0.510million.	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	James Wallace, Director of Finance, Digital & Infrastructure
7.2	**Level of Assurance: (Mark as appropriate)**	**Reasonable**
7.3	**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.

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 & Procurement
Presented by:	James Wallace, Director of Finance, Digital & Infrastructure

Links to Strategy and Corporate Values

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

Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/Outcomes
Strategic Leadership Team	*21 October 2026*	*For Information Only*	
SFRS Board	*29 October 2026*	*For Scrutiny*	

Appendix A

March 2026

March 2026 - Contents

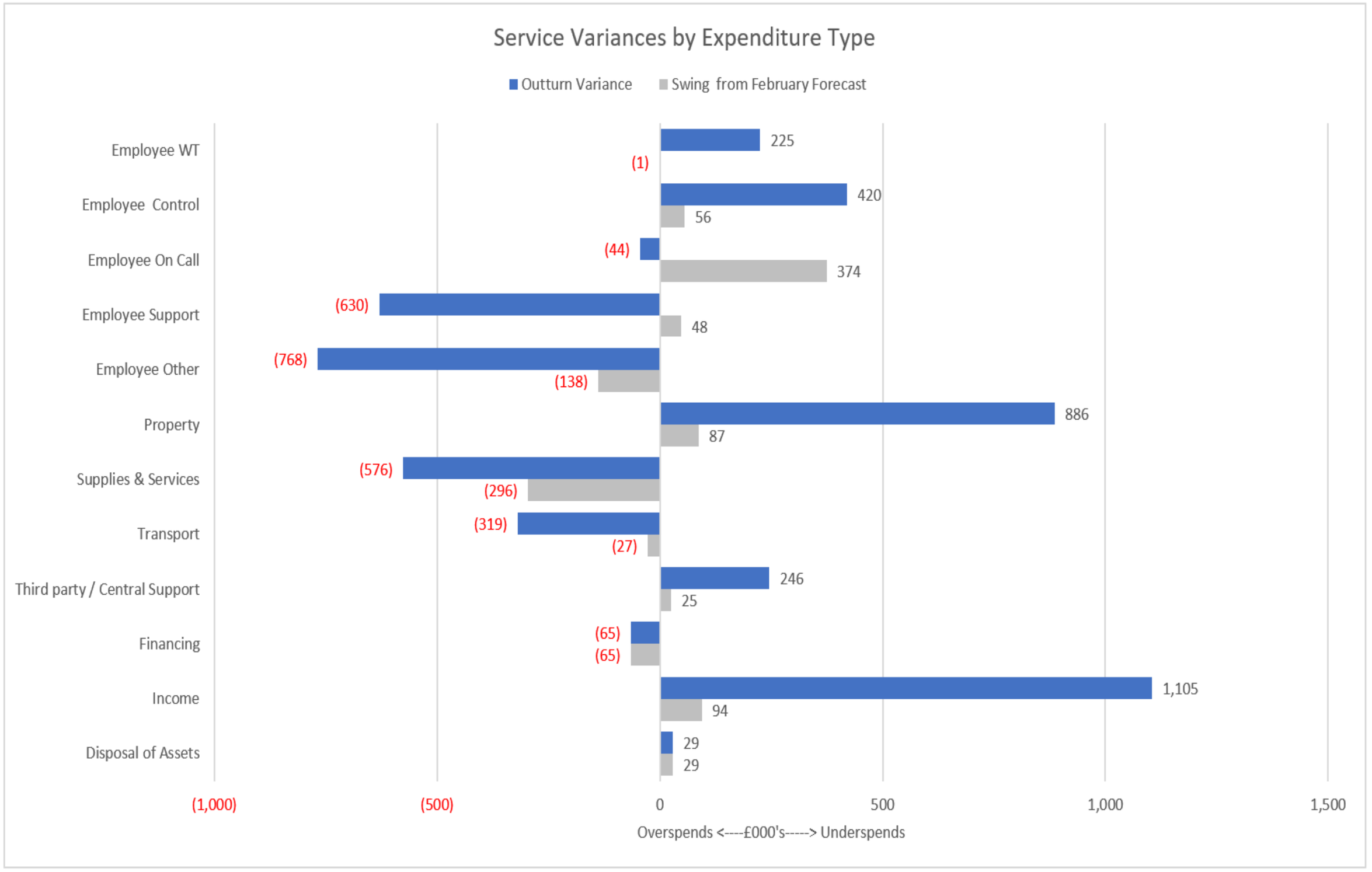
Section	Description
1	Monitoring Report Overview
2	Variance Analysis Graph by Expenditure
3.1	Wholetime
3.2	Control
3.3	On Call
3.4	Support
3.5	Employee Other
3.6	Property
3.7	Supplies & Services
3.8	Transport
3.9	Third Party Payments
3.10	Financing
3.11	Income
3.12	Disposal of Assets

SFRS Resource Monitoring Reports April 2025 – March 2026

This report covers the period 1st April 2025 – 31st March 2026, the complete financial year. It highlights a full year underspend of £0.510 million (0.2% of budget) compared against the February 2026 forecast underspend of £0.324 million. Resulting in a swing of £0.186 million, to bring the outturn further from the budgeted position.

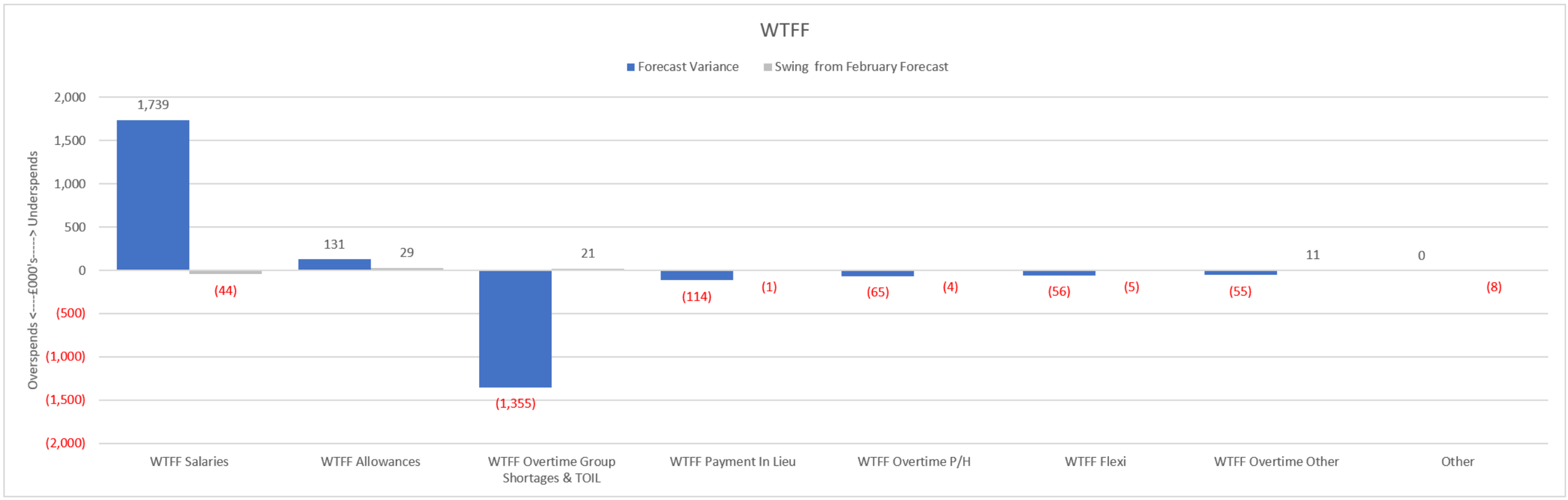
Board Approved Budget (incl. ABR-aligned items)	SG Budget Revisions	Virements	Revised Annual Budget	Narrative	Year-End Outturn (£000's)		
					Outturn	Variance	
						£	%
			(1)+(2)			(3)-(8)	(9)/(3)
(1)		(2)	(3)		(8)	(9)	(10)
268,665	2,840	564	272,069	Employee Costs	272,865	(796)	-0.3%
260,014	*2,840*	*(414)*	*262,440*	*Salary and Related Costs (including overtime)*	*262,469*	*(29)*	*0.0%*
177,490	*322*	*126*	*177,938*	*Wholetime*	*177,713*	*225*	*0.1%*
8,165	*15*	*(0)*	*8,180*	*Control*	*7,760*	*420*	*5.1%*
33,435	*1,563*	*0*	*34,998*	*On-Call*	*35,042*	*(44)*	*-0.1%*
40,924	*940*	*(540)*	*41,324*	*Support*	*41,954*	*(630)*	*-1.5%*
8,651	-	*978*	*9,629*	*Other Employee Costs*	*10,396*	*(767)*	*-8.0%*
3,774	-	-	*3,774*	*Early Retirement Charges*	*3,444*	*330*	*8.7%*
1,129	-	*51*	*1,180*	*Training*	*1,163*	*17*	*1.4%*
2,446	-	*(1)*	*2,445*	*Subsistence & Travel*	*2,307*	*138*	*5.6%*
1,302	-	*928*	*2,230*	*Other*	*3,482*	*(1,252)*	*-56.1%*
33,658	-	-	33,658	Property Costs	32,772	886	2.6%
27,139	*(3,157)*	(845)	23,137	Supplies & Services	23,713	(576)	-2.5%
5,762	-	-	5,762	Transport Costs	6,081	(319)	-5.5%
2,166	-	281	2,447	Third Party Payments	2,201	246	10.1%
1,480	-	-	1,480	Financing	1,545	(65)	-4.4%
		-	-	Budget Reallocation	-	-	0.0%
338,870	**(317)**	**0**	**338,553**	**GROSS EXPENDITURE**	**339,177**	**(624)**	**-0.2%**
(1,808)	-	-	(1,808)	Income	(2,913)	1,105	-61.1%
		-	-	Disposal of Assets	(29)	29	0.0%
337,062	**(317)**	**0**	**336,745**	**NET EXPENDITURE**	**336,235**	**510**	**0.2%**

Variance Analysis by Expenditure Categories



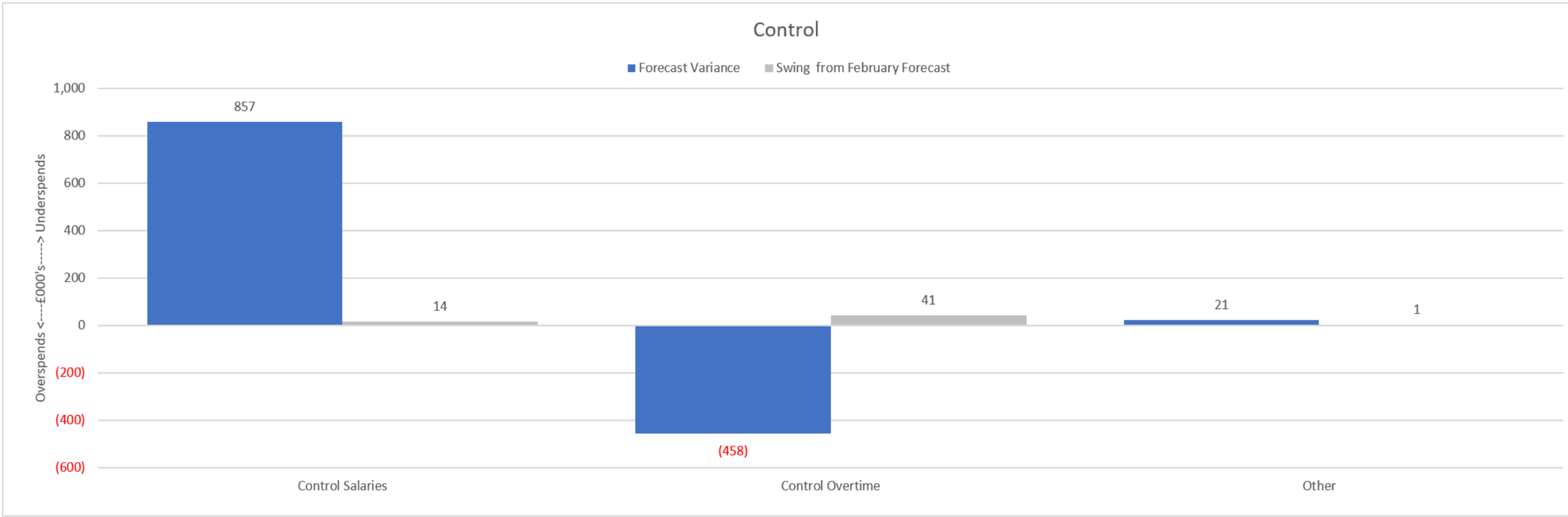
Wholetime

Outturn	Swing
Underspent by £225,000, representing 0.1% of budget.	**In February, an underspend of £226,000 was forecast. The year-end position has therefore resulted in an adverse swing of £1,000.**
Underspends: • Salaries – due to current under-establishment and an increased percentage of staff on development rates of pay. • Overtime Other – due to reduced payments in respect of holiday pay. • Allowances – mainly in respect of vacancies for trainers and firefighters at specialist stations.	**Changes in Financial Position Compared to February Forecast:**
Overspends: • Overtime Group Shortages & TOIL - 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. • Payment in Lieu – payments in respect of untaken holidays. • Overtime P/H – increased number of payments over Christmas and New Year. • Flexi – additional flexi duty officers to cover sickness, acting up chains and supporting corporate initiatives. • 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.	



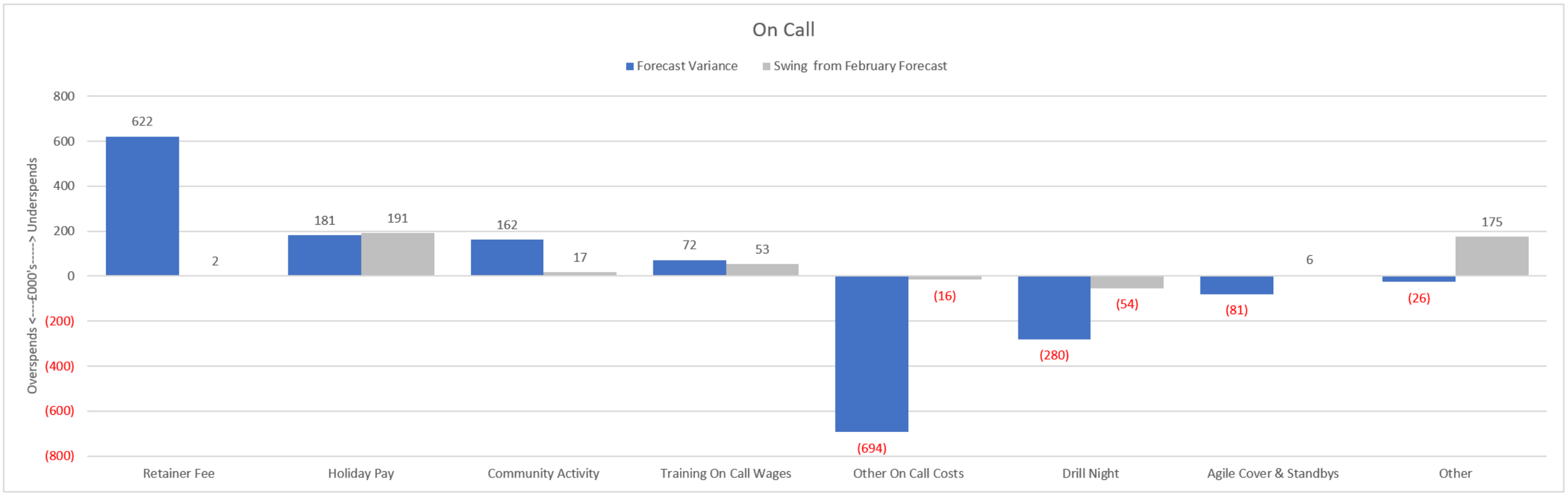
Control

Outturn	Swing
Underspent by £420,000, representing 5.1% of budget.	**In February an underspend of £364,000 was forecast. The year-end position has therefore resulted in a favourable swing of £56,000 representing 0.7% of budget.**
Underspends: • Salaries – the result of vacancies and staff on development rates of pay within the Control rooms. • Other – flexi costs due to vacant role being covered by WTFF officer.	**Changes in Financial Position Compared to February Forecast:** • Overtime – lower than anticipated demand for overtime in March 2026.
Overspends: • Overtime – the impact of providing cover for vacancies and staff that have been on long-term absence.	



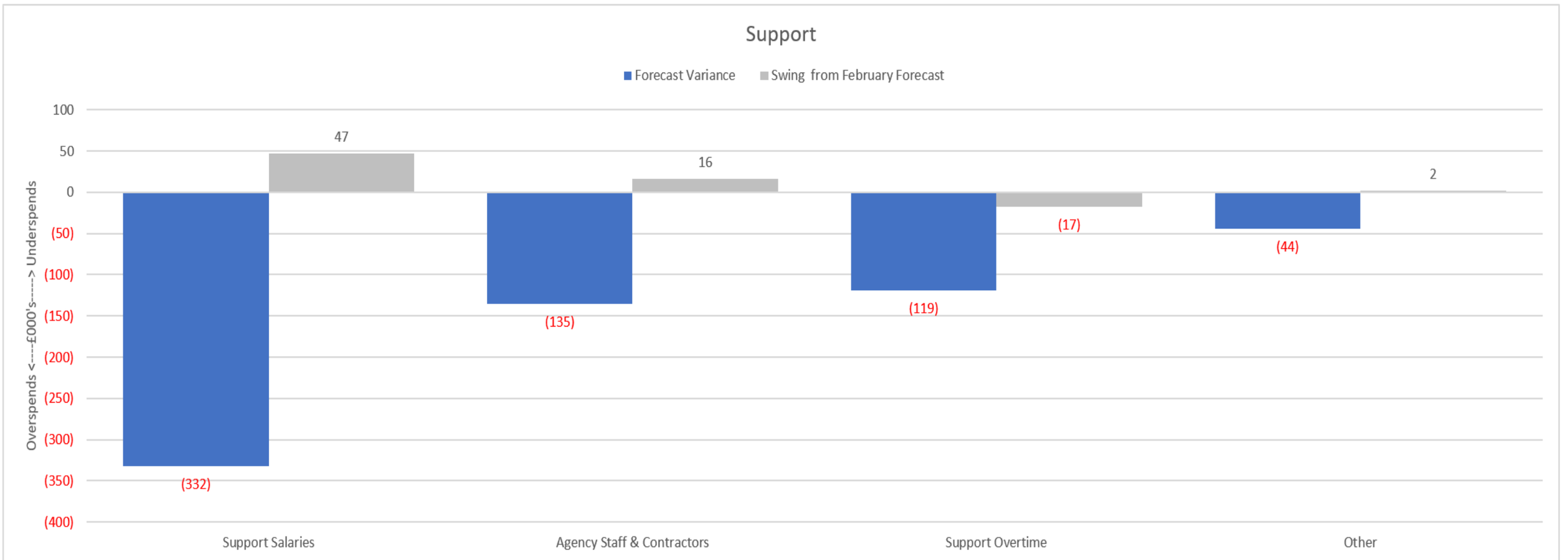
On Call

Outturn	Swing
Overspent by £44,000, representing 0.1% of budget.	**In February an overspend of £418,000 was forecast. The year-end position has therefore resulted in a favourable swing of £374,000 representing 1.1% of budget.**
Underspends: • Retainer Fees – vacancies. • Holiday Pay – the impact of reduced activity over the preceding 12 months. • Community Activity – lower demand than budgeted due to other operational activity. • Training On Call Wages – reflects lower demand during final months of the financial year. • Other On Call Costs – mainly the result of National Insurance savings partly offset by increased sickness costs.	**Changes in Financial Position Compared to February Forecast:** • Holiday Pay – less holiday claims submitted in final two months of the financial year compared to forecast assumptions. • Training On Call Wages – reflects lower demand during final months of the financial year. • Drill Nights – increased claims submitted in the final months of the financial year. • Other – reduced level of operational activity in final two months of the financial year.
Overspends: • 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. • Agile Cover & Standbys – increase in operational activity has led to greater demand for standbys to maintain fire cover.	



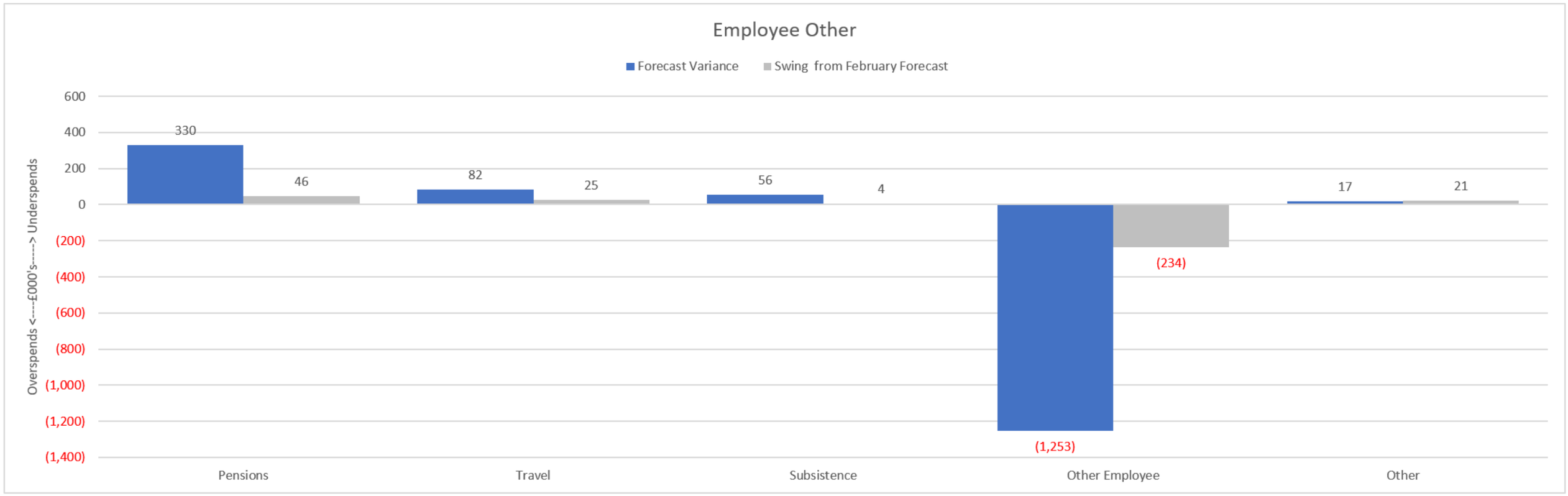
Support

Outturn	Swing
Overspent by £630,000, representing 1.5% of budget.	**In February an overspend of £678,000 was forecast. The year-end position has therefore resulted in a favourable swing of £48,000 representing 0.1% of budget.**
Underspends: • Salaries – vacancies. • Agency Staff & Contractors – unable to facilitate requested development work.	**Changes in Financial Position Compared to February Forecast:** • Salaries – one off credit relating to backdated pension contributions for market allowances. • Agency Staff & Contractors – reduced demand for cover within DaTS.
Overspends: • Salaries – current staffing levels are above the budgeted levels when the agreed vacancy factor is considered, and no income recharged for a post which was budgeted to be funded by a third party. • 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.	



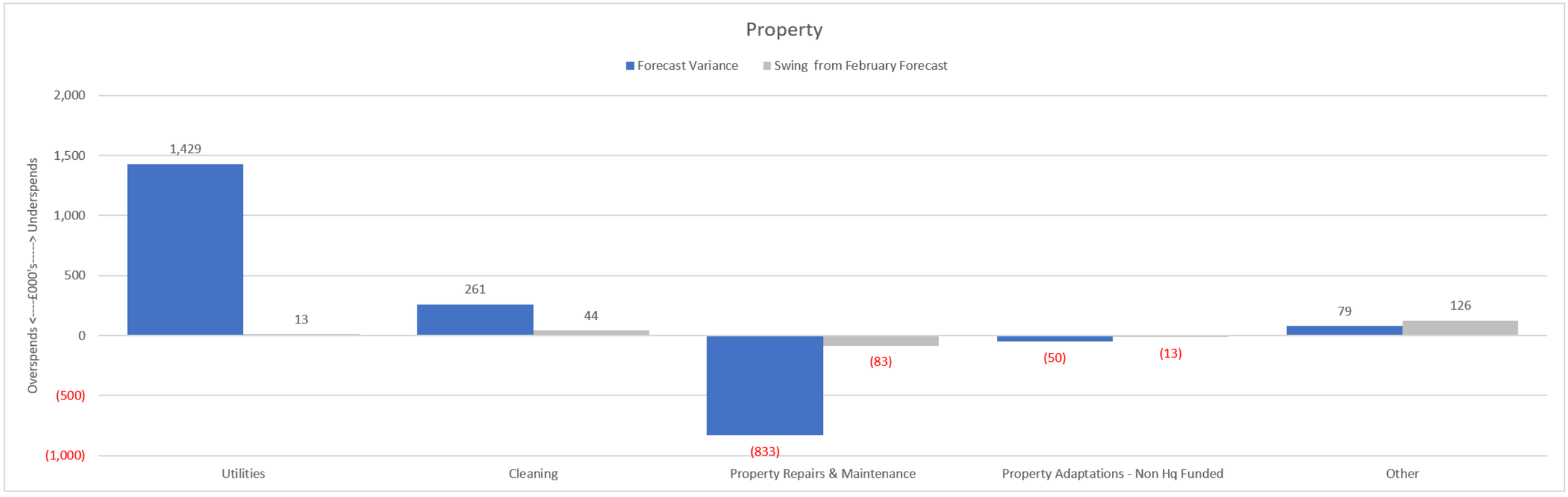
Employee Other

Outturn	Swing
Overspent by £767,000, representing 8.0% of budget.	**In February an overspend of £629,000 was forecast. The year-end position has therefore resulted in an adverse swing of £138,000 representing 1.4% of budget.**
Underspends: • Pensions – less than expected ill-health retirals. • 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.	**Changes in Financial Position:** • Pension – no further ill-health retirals occurred in March 2026.. • Travel – lower than anticipated bookings in final month of the financial year. • Other Employee – final holiday pay accrual figure higher than previously forecast.
Overspends: • Other Employee – impact of 25/26 holiday pay accrual, apprenticeship levy charge has increased based on current salary expenditure and the requirement to pay redundancy costs. • Subsistence – increase in subsistence bookings due to higher unit prices across the sector.	



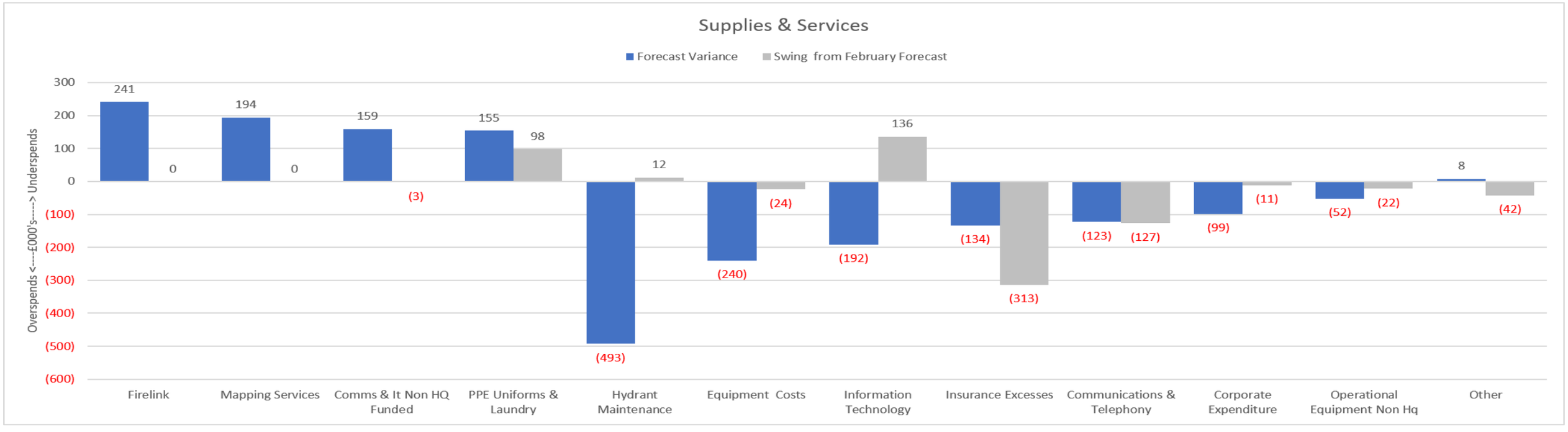
Property

Outturn	Swing
Underspent by £886,000, representing 2.6% of budget.	**In February an underspend of £799,000 was forecast. The year-end position has therefore resulted in a favourable swing of £87,000 representing 0.3% of budget.**
Underspends: • 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 Compared to February Forecast:** • Property Repairs & Maintenance – additional spend incurred prior to end of financial year. • **Cleaning – element of current contract provision not utilised.** • **Other – areas unable to spend on local initiatives before the year-end deadline.**
Overspends: • Property Repairs & Maintenance – costs incurred to maintain ageing estate.	



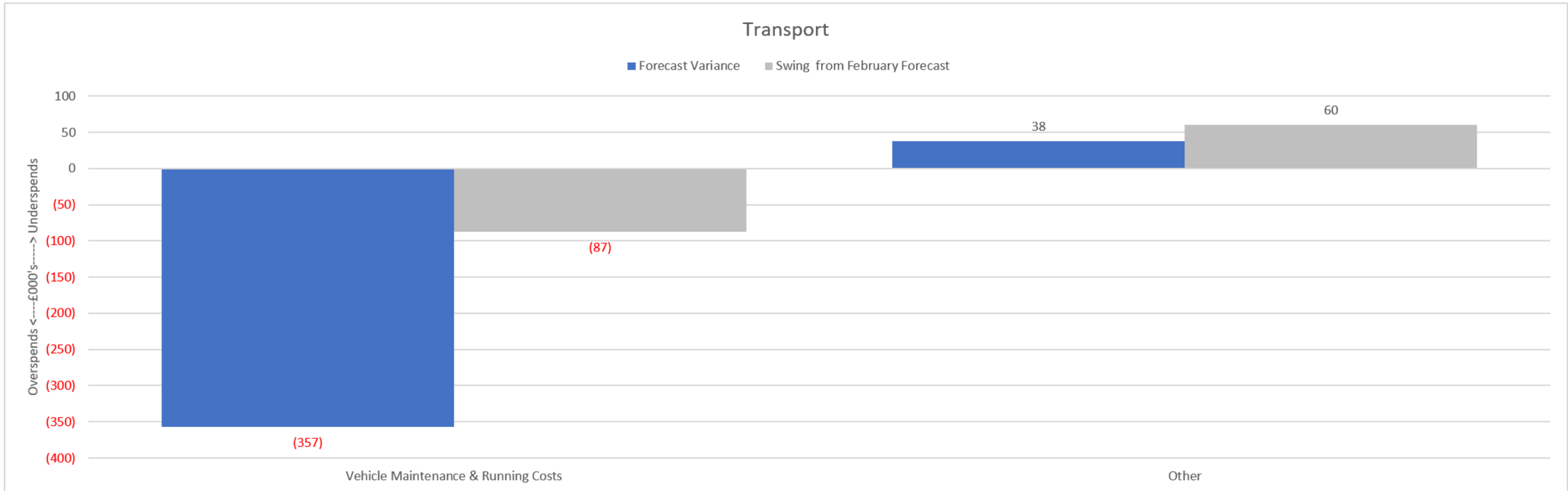
Supplies & Services

Outturn	Swing
Overspent by £576,000, representing 2.5% of budget.	**In February an overspend of £280,000 was forecast. The year-end position has therefore resulted in an adverse swing of £296,000 representing 1.3% of budget.**
Underspends: • Firelink – outcome from a successful legal challenge by the UK Government over the level of profits being made by the contract provider. • Mapping Services – change in charging method from fixed charge to actual usage. • 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.	**Changes in Financial Position Compared to February Forecast:** • PPE Uniforms & Laundry – further reduction in costs due to new issue from capital. • Information Technology – elements of EV related spend transferred to capital. • Insurance Excesses – delays in required information from 3rd party resulted in an increase in report ed claims. • Communications & Telephony – price increase on replacement ISDN contract. • Other – late price increases and orders on various items, including Smoke Alarms, subscriptions, timber and corporate expenditure.
Overspends: • 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. • Equipment Costs – contract price increase and unexpected testing and inspections of specific items. • Information Technology – increase in contract prices above budgeted inflation rate. • Insurance Excesses – more insurance claims have arisen than originally anticipated. Impacted by 3rd party provider system issues. • Communications & Telephony – additional price costs relating to replacement ISDN contract. • Comms & IT Non-HQ – additional costs supporting Rostering project. • Corporate Expenditure – development of situational awareness application, continuing next financial year from external funding. • Operational Equipment Non Hq – areas utilising underspends from Other Property costs to replace local station equipment.	



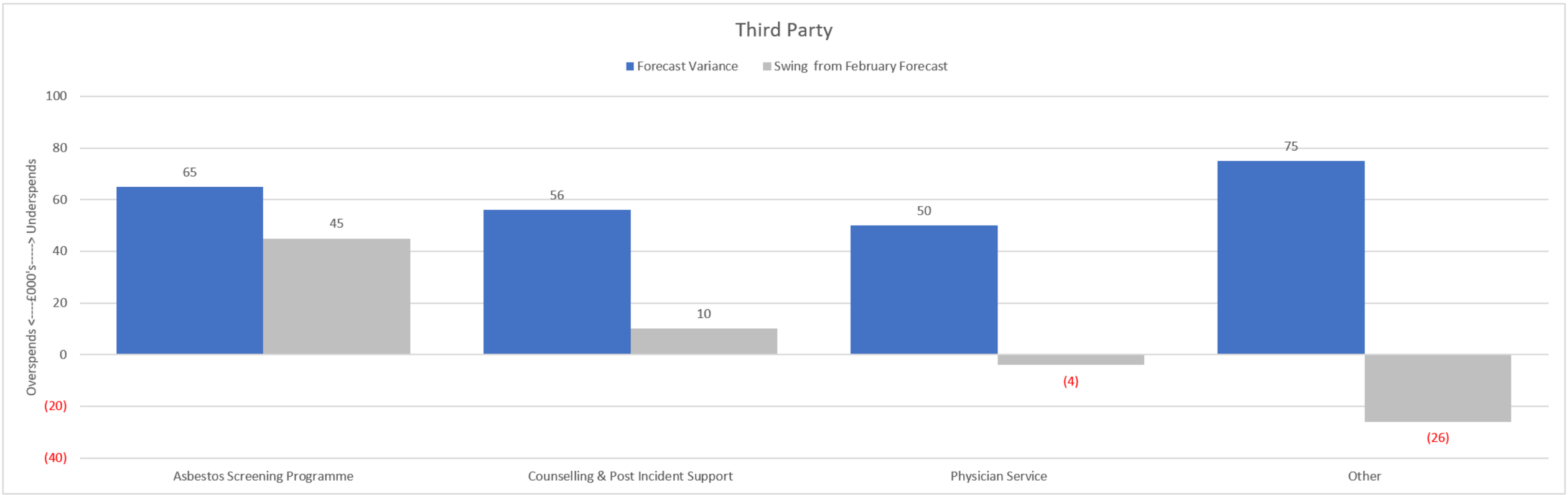
Transport

Outturn	Swing
Overspent by £319,000, representing 5.5% of budget.	**In February an overspend of £292,000 was forecast. The year-end position has therefore resulted in an adverse swing of £27,000 representing 0.5% of budget.**
Underspends: • Fuel – reflects current demand and prices.	**Changes in Financial Position Compared to February Forecast:** • Vehicle Maintenance & Running Costs – further increases in demand and prices from the suppliers. • Other – lower than predicted operational demand in March 2026, particularly in rural areas..
Overspends: • Vehicle Maintenance & Running Costs – increased demand due to ageing fleet and higher than budgeted price increases.	



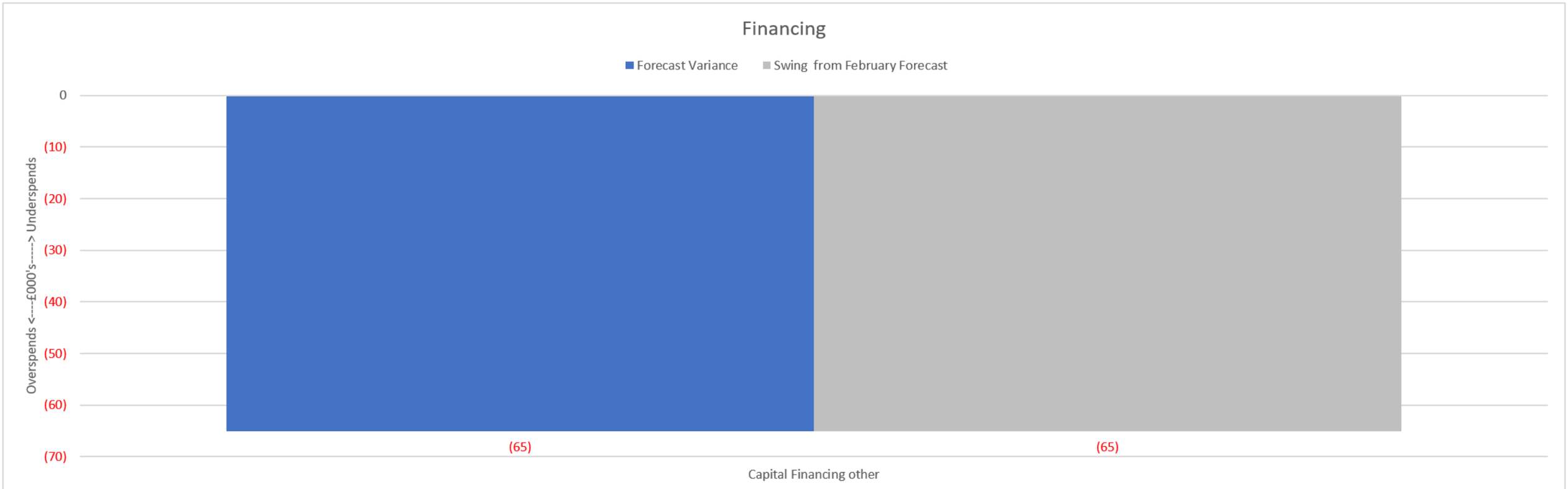
Third Party Payments

Outturn	Swing
Underspent by £246,000, representing 10.1% of budget.	**In February, an underspend of £221,000 was forecast. The year-end position has therefore resulted in a favourable swing of £25,000 representing 1.0% of budget.**
Underspends: • Asbestos Screening Programme – final billing reflected lower demand than originally forecast. • Counselling & Post Incident Support – demand led and costs came in lower than previously forecast. • Physician Services - actual activity less than anticipated levels. • Other – reduced activity and members within the Fire Board, lower third-party costs for external physiotherapy services due to use of in-house staff and reduced demand on legal costs.	**Changes in Financial Position:** • Asbestos Screening Programme – final billing reflected lower demand than originally forecast. • Other – transfer of costs from capital relating to Scotland Excel framework.
Overspends:	



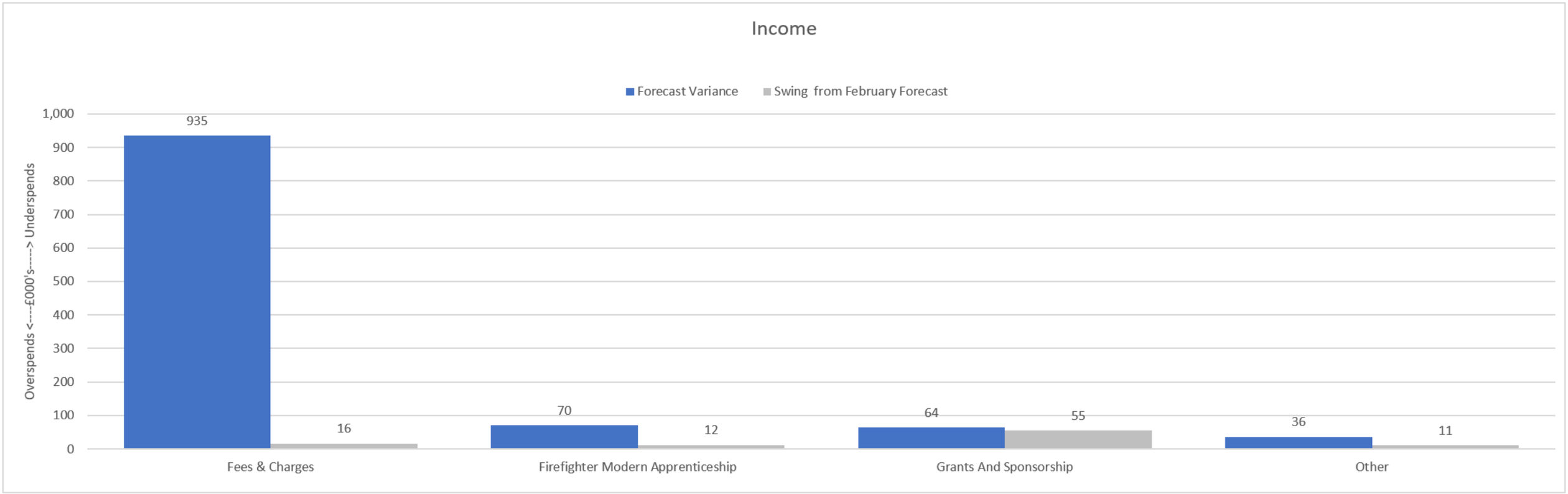
Financing

Outturn	Swing
Overspent by £65,000, representing 4.4% of budget.	**In February, no variance to budget was forecast. The year-end position has therefore resulted in an adverse swing of £65,000 representing 4.4% of budget.**
Underspends:	**Changes in Financial Position:** • Financing – increased cost for financing the Service's legacy loans.
Overspends: • Financing – increased cost for financing the Service's legacy loans.	



Income

Outturn	Swing
Over recovered by £1,105,000, representing 61.1% of budget.	**In February an over recovery of £1,011,000 was forecast. The year-end position has therefore resulted in a favourable swing of £94,000 representing 5.2% of budget.**
Over Recoveries: • Fees & Charges – settlement in relation to a successful legal claim, extra income within operational delivery areas for attending chargeable events, sale of obsolete equipment, biomass income and refund from HMRC. • Firefighter Modern Apprenticeship – claimed extra modern apprenticeship income as cap increased. • Grants and Sponsorship – increased EV Charger grants	**Changes in Financial Position Compared to February Forecast:** • Grants and Sponsorship – increase level of EV Charger grant.
Under Recoveries:	



Disposal of Assets

Outturn	Swing
Over recovered by £29,000, with no budget allocated.	**In February no figure was forecast. The year-end position has therefore resulted in a favourable swing of £29,000.**
Underspends: • Other - gain in respect of disposals of miscellaneous assets.	**Changes in Financial Position Compared to February Forecast:** Other – additional disposals of assets in the final period of the year.
Overspends:	



SCOTTISH FIRE AND RESCUE SERVICE

Scottish Fire and Rescue Service Board

Report No: **B/FCS/11-26**

Agenda Item: **18**

Report to:	**THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE**	
Meeting Date:	**29 OCTOBER 2026**	
Report Title:	**CAPITAL BUDGET OUTTURN REPORT 2025/26**	
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY** **For Reports to be held in Private** **Specify rationale below referring to Board Standing Order 9** A B C D E F G

1	**Purpose**
1.1	The purpose of this report is to advise the Board of the final Capital Budget position for the financial year ending 31 March 2026 and to outline the areas which have benefitted from the investment.
2	**Funding**
2.1	The Scottish Government allocated total funding of **£416.745m** to SFRS for 2025/26. This comprised a Cash Departmental Expenditure Limit (DEL) of £383.745m and £33.0m of ring-fenced (non-cash) DEL funding to support depreciation.
2.2	Within the Cash DEL allocation, £47.0m was designated for capital expenditure, with the remaining £336.745m allocated to resource expenditure.
2.3	As part of the Autumn Budget Review (ABR), the Scottish Government approved additional **Capital DEL** (CDEL) funding of £0.913m for ESN Connect Data First and £0.372m for ESMCP. This increased the Capital Programme budget to **£48.285m**.
2.4	In addition, **CivTech**, the Scottish Government funded innovation accelerator programme, awarded SFRS capital grant funding of £0.450m to support Challenge 10.2: Monitoring Firefighter Exposure to Contaminants. Of this funding, **£0.144m** was utilised during 2025/26 to part-fund milestone payments to FireHaz Research Ltd, SFRS's joint venture partner delivering the project.
2.5	The Capital Programme also generated **capital receipts** of **£0.166m,** relating to the disposal of non-operational vehicles.
2.6	Following the inclusion of CivTech grant funding and capital receipts, total funding available for the **2025/26 Capital Programme** increased to **£48.595m**.
3	**Main Report/Detail**
3.1	Summary for 2025/26: • The February capital forecast was **£48.437million**. • During March 2026, the capital budget increased by **£0.158 million** to **£48.595 million**, comprising a £0.144 million CivTech grant and £0.014 million of additional capital receipts.

	• The **final capital outturn was £48.595 million**, resulting in the full utilisation of the available capital budget for the year. • Budget virements over the year are detailed in Appendix A.
3.2	Appendix A provides a detailed breakdown of the Capital Outturn position for financial year 2025/26, and Appendix B sets out the Asset Investment achieved.
4	**Recommendation**
4.1	The Board is asked to scrutinise the level of actual expenditure for financial year 2025/26 and note the asset investment achieved.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** Risk of not fully spending the Capital Programme by 31 March 2026, which would result in capital underspend being returned to Scottish Government. The Capital programme was realigned to ensure delivery and full expenditure whilst addressing priority needs across the asset estate. 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.
5.1.2	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.
5.1.3	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 forecast capital spend for the financial year is consistent with our stated risk appetite.
5.2 5.2.1	**Financial** Financial implications are detailed within the report.
5.3 5.3.1	**Environmental & Sustainability** Environmental and sustainability plans are incorporated within each property project. Investment in Euro 6 fire appliances and electric light fleet is making a significant contribution to reducing greenhouse gas emissions.
5.3.2	Investment in decarbonisation projects via additional grants have improved energy efficiency and this is helping to partially mitigate increases in energy prices.
5.4 5.4.1	**Workforce** SFRS employees will benefit from this investment in our asset base.
5.5 5.5.1	**Health & Safety** The introduction of new appliances, equipment and property, as well as ICT 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 co-

	ordinated 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 from 1 April 2025 until 31 March 2026.
5.9 5.9.1	**Performance** The Capital Programme delivered expenditure of **£48.595 million** against an approved budget of £48.595 million, achieving full budget utilisation and ensuring all available capital funding was invested in support of SFRS priorities during 2025/26.
5.10 5.10.1	**Communications & Engagement** Key stakeholders are engaged during project development and implementation.
5.11 5.11.1	**Legal and Regulatory** External legal support is in place to support procurement where needed and 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 5.14.2	**Service Delivery** Capital investment in property, digital and technology, vehicles and equipment is required to improve service delivery capabilities. The introduction of new assets is closely coordinated between Asset Management, DDaT, Training and local service delivery areas to ensure operational requirements are supported. Delays in the delivery of individual capital projects can affect milestone achievement and the timing of assets becoming available for operational use. During 2025/26, a small number of significant property projects did not progress as planned and have therefore been reprofiled into 2026/27. While this has delayed delivery against the original project timescales, funding was successfully redirected to other priority projects and investment activity, enabling the overall Capital Programme budget to be fully utilised. The reprofiled projects will continue to be monitored through the 2026/27 Capital Programme to support their delivery and the realisation of anticipated benefits.
5.15 5.15.1	**Prevention** There are no specific prevention implications identified within this report.
6	**Core Brief**
6.1	The Director of Finance, Digital and Infrastructure advised the Board of the final Capital Budget Outturn position for the financial year ending 31 March 2026 and outlined the areas which have benefitted from capital investment over the year.

7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	James Wallace, Director of Finance, Digital and Infrastructure
7.2	**Level of Assurance: (Mark as appropriate)**	**Reasonable**
7.2	**Rationale:**	The financial position is reviewed on a monthly basis and budget variances and forecasts are highlighted. During the year, the Strategic Leadership Team agrees actions to ensure we manage the financial position within agreed financial parameters.
8	**Appendices/Further Reading**	
8.1 8.2	Appendix A – Capital Outturn 2025-26 – Financial Analysis Appendix B – Capital Outturn 2025-26 – Asset Investment	

Prepared by:	Caroline Adams, Deputy Accounting Manager
Sponsored by:	James Wallace, Director of Finance, Digital and Infrastructure
Presented by:	James Wallace, Director of Finance, Digital and Infrastructure

Links to Strategy and Corporate Values

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

Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/Outcomes
SLT	*21 October 2026*	*For Scrutiny*	
Board	*29 October 2026*	*For Scrutiny*	

Appendix A

Capital Outturn 2025-26 – Financial Analysis

SFRS Board

October 2026

Capital Monitoring Report: April 2025 – March 2026

Full Year Actuals v Budget by Category

Category	Original Budget	Virements	Revised Budget	Actuals					Variance to Budget	Variance (%)	Budget RAG Status
				Q1	Q2	Q3	Q4	Total Spend			
				Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar				
	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Property Major Works	14,800	(3,385)	11,415	265	1,271	3,437	6,050	11,022	393	3%	
Property Minor Works	8,683	410	9,093	191	2,570	3,751	3,140	9,652	(559)	(6%)	
Vehicles	8,959	2,072	11,031	404	143	2,003	8,472	11,021	10	0%	
Digital and Technology	10,826	(360)	10,466	479	978	5,150	3,728	10,335	131	1%	
Operational Equipment	3,732	2,858	6,590	566	884	3,215	1,899	6,565	25	0%	
Total Expenditure	**47,000**	**1,595**	**48,595**	**1,904**	**5,847**	**17,555**	**23,289**	**48,595**	**0**	**0%**	
Cumulative Total				**1,904**	**7,751**	**25,306**	**48,595**				

Capital Monitoring: April 2025 - March 2026

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 in the year - £3.385m decrease***
Property Minor Works	8,683	410	9,093	Internal Virements in Period 6: £0.410m transferred from Property Major Works to Minor Works. Internal Virement in Period 8: £0.024m transferred from Minor Works to Enabling work for sale of Cowcaddens. ***Net movement in the year - £0.410m increase***
Vehicles	8,959	2,072	11,031	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. **Virements in Period 12: £0.330m transferred to Light Fleet from NMS; £0.014m added to Light Fleet, funded by Capital Receipts. Offset by £0.011m from Fleet Project Staff Costs to DDaT Capitalisation of Leases.** ***Net movement in the year - £2.072m increase.***
Digital and Technology	10,826	(360)	10,466	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 / Distater 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 Connesct 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). **Virements in Period 12: £0.330 transferred from NMS to Light Fleet, £0.011m transferred to DDaT Capitalisation of Leases from Fleet Project Staff Costs.** ***Net movement in the year - £0.360m decrease.***
Operational Equipment	3,732	2,858	6,590	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 Civtech. **Virements in Period 12: £0.144m contribution from CivTech added to the programme.** ***Net movement in the year - £2.858m increase***
Total Expenditure	**47,000**	**1,595**	**48,595**	
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). ***Net movement in the year - £1.285m increase***
CivTech Grant Income	0	(144)	(144)	£0.144 million was utilised during 2025/26 to part-fund milestone payments to FireHaz Research Ltd. ***Net movement in the year - £0.144m increase***
Capital Receipts	0	(166)	(166)	Income from disposal of vehicles and equipment added: £0.079m in Period 7; £0.048m in Period 10, £0.025m in Period 11 and £0.014m in Period 12. ***Net movement in the year - £0.166m increase***
Total Funding	**(47,000)**	**(1,595)**	**(48,595)**	

Property Major Works

Project Description	Prior Years' Spend - Specific Projects Only	Revised Annual Budget	Total Actual Expenditure	Variance to Budget	February Forecast	Variance to P11 Forecast	Future Years Spend
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Dalkeith Fire Station - New Build (RAAC), (DF), (CC)	536	300	178	122	171	(7)	10,300
Liberton Fire Station - New Build (RAAC), (DF), (CC)	472	700	191	509	208	17	10,900
Livingston Fire Station - New Build (RAAC), (DF), (CC)	0	1,000	990	10	943	(47)	9,750
Portree Fire Station - New Build (RAAC), (DF), (CC)	12	250	154	96	192	38	3,900
Stewarton Fire Station - New Build (RAAC), (DF), (CC)	0	500	473	27	469	(4)	300
Huntly Fire Station - New Build (RAAC), (DF), (CC)	0	500	391	109	440	49	500
Calton Fire Station - Reconfigurations (DF), (CC), CoG LSO	285	1,500	1,289	211	1,395	106	780
Alloa Fire Station - Reconfiguration (Phase 2) (DF), (CC)	0	630	794	(164)	782	(12)	1,900
Stirling Fire Station - Reconfiguration (Phase 2) (DF), (CC)	0	680	824	(144)	832	8	2,000
Kilmarnock Fire Station - Reconfiguration (DF), (CC)	0	670	757	(87)	690	(67)	2,800
Training Estate	0	4,285	4,560	(275)	4,637	77	2,400
Property Project Costs	0	400	421	(21)	420	(1)	2,350
Total	**1,305**	**11,415**	**11,022**	**393**	**11,179**	**157**	**47,880**

Property Minor Works

Project Description	Prior Years' Spend - Specific Projects Only	Revised Annual Budget	Total Actual Expenditure	Variance to Budget	February Forecast	Variance to P11 Forecast	Future Years Spend
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Minor Works - Condition (Elemental Upgrades)	0	8,036	8,526	(490)	8,123	(403)	24,700
Enabling Works for the Sale of Cowcaddens	0	24	38	(14)	38	0	0
Decarbonisation/Environment	0	1,000	1,069	(69)	1,135	66	2,400
Property Lease Capitalisation	0	33	19	14	33	14	0
Total	**0**	**9,093**	**9,652**	**(559)**	**9,329**	**(323)**	**27,100**

Vehicles

Project Description	Prior Years' Spend - Specific Projects Only	Revised Annual Budget	Total Actual Expenditure	Variance to Budget	February Forecast	Variance to P11 Forecast	Future Years Spend
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Aerial Platforms and Bodyworks	0	148	149	(1)	148	(1)	4,800
Light Appliances	0	418	418	0	418	0	1,120
Frontline Appliances	0	6,255	6,254	1	6,254	0	8,135
Light Fleet - Vans & Cars (incl transition to net zero)	0	3,073	3,064	9	2,748	(316)	2,930
Vehicles Lease Capitalisation	0	600	600	0	599	(1)	2,140
Control Units/New Dimensions Assets	0	212	211	1	211	0	2,800
Fleet Project Staff cost	0	121	121	0	147	26	1,065
Technical Rope Rescue Units	0	204	204	0	204	0	0
Total	**0**	**11,031**	**11,021**	**10**	**10,729**	**(292)**	**22,990**

Digital, Data and Technology (excluding NMS)

Project Description	Prior Years' Spend - Specific Projects Only	Revised Annual Budget	Total Actual Expenditure	Variance to Budget	February Forecast	Variance to P11 Forecast	Future Years Spend
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
PC's, laptops, peripherals	0	250	250	0	250	0	600
Replacement & Upgrade of AV Kit	0	122	115	7	122	7	200
Server Infrastructure	0	4	4	0	4	0	0
Systems Infrastructure	0	158	158	0	162	4	400
Network Infrastructure	0	228	228	0	211	(17)	1,276
Data Centre/Disaster Recovery	0	61	61	0	61	0	200
Telephony	0	61	75	(14)	27	(48)	180
Cyber Security Provision	0	53	53	0	53	0	160
ESMCP	0	0	0	0	0	0	372
ESN Connect- Data First	0	900	877	23	897	20	422
In Vehicle Systems	2,685	328	324	4	332	8	925
ICT Project Costs	0	417	415	2	419	4	1,705
Digital and Technical Innovation	0	1	0	1	34	34	0
Capitalisation of Leases (Photocopiers and Franking Machines)	0	336	355	(19)	325	(30)	0
Operational Mobilisation	0	295	295	0	295	0	200
Total	**2,685**	**3,214**	**3,210**	**4**	**3,192**	**(18)**	**6,640**

New Mobilising System (NMS)

Project Description	Prior Years' Spend - Specific Projects Only	Revised Annual Budget	Total Actual Expenditure	Variance to Budget	February Forecast	Variance to P11 Forecast	Future Years Spend
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
New Mobilising System	3,664	7,252	7,125	127	7,562	437	2,995
Total	**3,664**	**7,252**	**7,125**	**127**	**7,562**	**437**	**2,995**

Operational Equipment

Project Description	Prior Years' Spend - Specific Projects Only	Revised Annual Budget	Total Actual Expenditure	Variance to Budget	February Forecast	Variance to P11 Forecast	Future Years Spend
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Operational Equipment	0	1,954	2,676	(722)	2,314	(362)	6,962
CivTech	0	204	144	60	64	(80)	456
SCBA Systems Upgrade / Replacement	0	412	216	196	227	11	15,400
DIM Vehicle Equipment	0	1,600	1,118	482	1,425	307	0
PPE	0	2,420	2,411	9	2,416	5	12,850
Total	**0**	**6,590**	**6,565**	**25**	**6,446**	**(119)**	**35,668**

Appendix B

Capital Outturn 2025-26 - Asset Investment

SFRS Board

October 2026

Property – Major Works

Total Investment: £11m in property infrastructure, advancing RAAC replacement, reconfiguration and upgrade works, and training estate improvements, while supporting ongoing service transformation and estate optimisation.

RAAC Replacement - £2.4m

Dalkeith Fire Station: Progressed delivery of the replacement station through successful project initiation with Hub Southeast and advancement towards construction contract award.

Liberton Fire Station: Advanced the replacement station programme project to the final commercial evaluation stage, progressing towards contract award and construction delivery.

Livingston Fire Station: progressed the appliance bay remediation works along with the development of a modular accommodation solution for a replacement station.

Stewarton and Huntly Fire Stations: Secured Planning in Principle approvals and completed land acquisition arrangements for the replacement stations.

Portree Fire Station: Achieved Planning in Principle approval for the replacement station, with the conclusion of the land purchase scheduled for 2026/27.

Dignified Facilities & Contaminate Control - £3.7m

Calton Fire Station: Completed the main reconfiguration works and successfully reoccupied the station, with the remaining car park improvement works scheduled for completion during 2026/27.

Alloa and Stirling Fire Stations: Achieved construction contract award and commenced Phase 2 reconfiguration works.

Kilmarnock Fire Station: Achieved construction contract award and commenced reconfiguration works.

Training Estate - £4.6m

Completed **Simulated Structural Collapse Facility** improvement works at the National Training Centre.

Commissioned replacement **Compartment Fire Behaviour Training (CFBT)** facilities at Sumburgh and Dreghorn.

Instructed the new **Regional CFBT facility at Perth Training Centre**, incorporating a smoke capture system.

Property – Minor Works

Total Investment: £9.6m directed towards essential building improvements and delivery of the Carbon Management Plan, reducing backlog maintenance and improving energy efficiency.

Minor Works - £8.6m

Undertake **175 projects** within **144 Properties** across Scotland, including; replacement appliance bay doors (10), replacement floors (3), electrical rewires (8), replacement fire alarms (8), HVAC upgrades (13), roof replacements (23), internal & emergency lighting upgrades (1), training tower upgrades (25), yard resurfacing & external drainage (14), window replacements (16), boundary fencing (6), drying room / BA room upgrades (1), kitchen upgrades (1), boundary wall/fence replacements (4), dehumidifiers (2), domestic hot water replacements (12), emergency generators (2), EV chargers (3), external doors (8), external lighting (2), lightening protection (3), external render (6) and uninterruptible power supply (UPS) (4).

Completed **reconfiguration of Ardrossan** to provide dignified toilet facilities.

Progressed the provision of **temporary fire station facilities at Uig**.

This investment has addressed just under 10% of the backlog maintenance requirements identified in previous years and none of the normal lifecycle planned maintenance, requiring prioritisation of the most critical building elements and operational asks.

Carbon Reduction & Environmental Improvements - £1m

Completed a range of energy saving **heating and Building Management System (BMS) control upgrades** at various stations.

Headquarters Energy Efficiency Programme: the replacement of lighting infrastructure across Headquarters.

Headquarters Renewable Energy Project: Progressed delivery of the ground-mounted solar farm, supporting the Service's carbon reduction and sustainability objectives.

McAlpine Road, Dundee Fire Station: Completed electrical power supply upgrades, improving resilience and supporting future estate requirements.

Vehicles (excluding Leases)

Total Investment: £10.4m results in significant fleet renewal, improved operational capability, enhanced firefighter safety, greater standardisation, and measurable progress toward net zero targets.

Frontline Appliances Builds - £4.1m

30 Scania 18T Rescue Pumps built, of which 20 units were fully completed and delivered by March 2026 with a further 10 units substantially completed and delivered in April/May 2026.

These appliances will strengthening frontline response capability and reduce the average age of the pumping appliance fleet.

While this represents significant progress within the fleet replacement programme, further investment will be required to address the age profile of the wider pumping appliance fleet.

Frontline Appliances Chassis £2.2m

15 Scania 18T Rescue Pump chassis procured, with funding accelerated from 2026/27, to support the next phase of the pumping appliance replacement programme.

Vehicle builds are scheduled between October 2026 and March 2027, with delivery expected by the end of 2026/27.

Light Appliances £0.4m

12 Lightweight Pumping Units deployed to replace end-of-life Volunteer Support Units, significantly reducing the average age of this vehicle class while improving operational capability, fleet standardisation and environmental performance.

The new Euro 6 compliant vehicles will reduce maintenance requirements and lower fleet emissions.

This builds on the 12 units introduced during 2024/25.

Vehicles (excl Leases) (Continued)

Total Investment: £10.4m results in significant fleet renewal, improved operational capability, enhanced firefighter safety, greater standardisation, and measurable progress toward net zero targets.

Light Fleet - £3.1m

20 Ford Ranger 4x4 vehicles with the majority purchased to replace end-of-life assets and enhance multi-role response capability. 2 of these vehicles will be retained as support for the introduction of the Drone project.

53 electric vehicles (28 Kia EV3 and 25 Kia EV4) deployed, replacing ageing diesel vehicles and supporting the transition towards Net Zero.

1 plug-in hybrid management vehicle introduced, reducing fleet emissions and supporting sustainability objectives.

Light Fleet - £3.1m (Cont)

11 dedicated stores vans acquired to improve fleet logistics and maximise the useful life of existing support vehicles, in a less arduous role.

4 workshop vans purchased to replace ageing fleet maintenance vehicles and improve operational resilience.

6 multi-role crew vans – 2 will replace vehicles beyond their useful life in the North SDA, with 4 procured to support operational response, crew welfare and prolonged incident deployment.

Technical Rope Rescue / DIM Units - £0.4m

4 Rope Rescue Units delivered, with final commissioning, equipment fit-out and radio installation underway. The new units will replace end-of-life vehicles and allow Specialist Operations Response Unit (SORU) vehicles to return to their dedicated operational role.

4 Iveco Daily DIM units progressed to conversion stage, with delivery expected in Autumn 2026, replacing ageing vehicles and strengthening national resilience capability.

Other - £0.2m

ALP's life-extension programme commenced, with the first aerial appliance undergoing **overhaul** to extend operational life by up to 10 years. The procurement to purchase **2 chassis** for conversion also commenced.

Replacement brake testing equipment installed at the West SDA Workshop, ensuring continued compliance with legislative vehicle inspection requirements.

DDaT Equipment (excl NMS)

Total Investment: £2.9m in our DDaT infrastructure has enabled the delivery of critical ICT asset refresh, cyber security improvements and operational systems to ensure resilience and compliance.

Core ICT Assets – £0.3m

End-user device refresh completed, with delivery of **100 desktop PCs, 187 laptops, 332 docking stations, 420 monitors and 22 items of specialist ICT equipment.**

Server infrastructure enhanced, including engineering works to support the **Vision3 server environment**.

Audio Visual (AV) Equipment - £0.1m

Audio Visual facilities upgraded across the estate, including improvements to 2 training ICS sites - Headquarters (full) and Perth (partial), Teams meeting facilities upgraded in 3 meeting rooms at Headquarters, and
6 Smartboard/PA systems at operational locations and the Edinburgh Operations Control (EOC).

Digital Services and Programme Delivery - £0.3m

Digital applications and systems development progressed, including enhancement of the Home Fire Safety Visits application and data migration activities.

Programme delivery resources maintained to support delivery of the DDaT capital investment programme and associated digital transformation projects.

DDaT Equipment (excl NMS) (Continued)

Total Investment: £2.9m in our DDaT infrastructure has enabled the delivery of critical ICT asset refresh, cyber security improvements and operational systems to ensure resilience and compliance.

Networking & Connectivity - £0.4m

Network infrastructure modernised, including deployment of Cisco Catalyst hardware, switch migration activities and increased backbone network capacity.

Connectivity improvements delivered through Wi-Fi upgrades at 24 stations and rationalisation of legacy network circuits (Saughton House to Headquarters).

Cyber security resilience strengthened through specialist resource support and incident response planning.

Communications & Telephony – £0.5m

Telephony modernisation progressed, supporting the transition from PSTN/ISDN services to SIP technology and deployment of additional mobile communications equipment.

Operational mobilisation capability enhanced through procurement of 1,220 pagers, 4,093 radios/radio keys and 11 station mobilisation encoders. equipment.

Data Centre & Infrastructure - £0.1m

Data centre and disaster recovery capability strengthened through purchase and deployment of secure remote access infrastructure (Celestix AOVPN).

Professional services engaged to progress towards a new enterprise backup solution.

ESN Connect & In Vehicle Systems – £1.2m

In-Vehicle Systems programme advanced, with MODAS testing completed, software prepared for deployment and installation equipment procured.

ESN Connect (Data First) implementation progressed, with all R5 devices and associated hardware delivered and 33 installations completed.

New Mobilising System (NMS)

Total Investment: £7.1m in delivery of the New Mobilising System, contributing the Service's future command, control and mobilisation capability. Key Milestones achieved in 2025/2026 include:

Integrated Control and Command Solution (ICCS) Delivery

Completed all **infrastructure, connectivity and integration activities** required to support implementation of the new Integrated Control and Command Solution (ICCS).

Successfully delivered a comprehensive schedule of **testing, assurance and governance reviews**, including Factory Acceptance Testing, Site Acceptance Testing, User Acceptance Testing and Digital Assurance approval.

Delivered **training and business readiness activities** across all Operational Controls, ensuring operational preparedness ahead of implementation.

Achieved successful **ICCS go-live across Edinburgh, Dundee and Johnstone Operational Controls**, as per the plan between November and December 2025, completing delivery of the first major deliverable for Phase 1 of the NMS project.

CAD Delivery

Following successful delivery of ICCS, the project transitioned into the CAD implementation part of Phase 1, completing **system configuration and implementation planning activities**.

Successfully completed initial CAD **Site Acceptance Testing**, with only minor issues identified and no impact on critical path delivery.

Progressed **operational readiness activities**, including stakeholder engagement, Station End Equipment audits, Mobile Data Terminal migration planning and mobilisation testing preparation.

Developed training, communications and business readiness plans, incorporating lessons learned from the delivery of ICCS to support successful CAD implementation.

Operational Equipment

Total Investment: £6.6 million Operational asset investment during 2025/26 focused on four key priorities: enhancing firefighting capability, progressing the SCBA replacement programme, supporting firefighter health and safety, and strengthening PPE and decontamination arrangements. Collectively, these investments improved operational resilience, workforce protection and emergency response capability across the Service

Firefighting Capability - £3.1m

Key purchases included

- 63 **air bag lifting kits**,
- a new **rescue boat package**,
- 220 **firefighting mainline branches**,
- 30 **light portable pumps**,
- 69 **ladders**,
- 124 **thermal imaging cameras**,
- 36 **portable lighting systems**,
- 2 **full sets of heavy rescue equipment,**
- 25 **full tier safe working at height kits** including additional ropes, and
- a range of **method of entry tools**, including lock snappers and door enforcers.

In addition, 5 full sets of specialist equipment were procured for the new **DIM vehicles**, strengthening the Service's hazardous materials response capability.

Collectively, these investments help ensure firefighters are equipped to respond safely and effectively to a wide range of fire, rescue, water rescue and environmental incidents.

Breathing Apparatus – £0.2m

Commencement of investment in the SCBA replacement programme, with the **recruitment of the dedicated project team** comprising a Project Manager, Group Commanders and Watch Commanders.

Investment also included 15 sets of **face fit testing equipment** supporting the implementation and safe deployment of the new breathing apparatus system.

Health & Safety – £0.2m

Investment in health and safety assets supported firefighter wellbeing and operational readiness.

This included **new fitness equipment**, **replacement AED batteries** and **specialist medical supplies**, helping to maintain fitness standards, emergency medical response capability and a safe working environment.

PPE & Decontamination - £3.1m

Significant investment was made in firefighter protection and contaminant reduction measures, including:

Replacement and replenishment of **structural PPE** for both recruits and operational personnel.

Installation of storage, airing and decontamination infrastructure including the purchase, associated groundworks and installation of 120 airing cages, and 40 additional large PPE storage units.

Commencement of the **Firefighter Exposure to Contaminants** project, supported in part through funding from the Scottish Government's CivTech innovation accelerator programme.

IFRS 16 Leases

Total Investment: £1 million in new / extended Leases during 2025/26.

Property - £0.020m

Bressay and Bixter Fire Stations One-year lease extensions agreed, securing the continued operational use of both stations and maintaining service resilience within the local communities.

Digital, Data & Technology - £0.350m

Renewal of leases approved for **multi-function devices (MFDs)** and **franking machines**, ensuring the continuation of essential business support services and modern workplace infrastructure.

Vehicles - £0.6m

61 Kia Niro EV leases extended for a further year, maintaining operational fleet capacity.

20 New Kia Niro EV leases on a 4-year contract to replace and refresh 20 existing lease cars, supporting fleet renewal and sustainability objectives.

3 Support Staff Lease Car Scheme leases approved.

SCOTTISH FIRE AND RESCUE SERVICE

Scottish Fire and Rescue Service Board

Report No: B/TSA/02-26

Agenda Item: 19

Report to:	**THE BOARD OF THE SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**29 OCTOBER 2026**							
Report Title:	**DRAFT HEALTH, SAFETY, WELLBEING AND ASSURANCE ANNUAL PERFORMANCE REPORT 2025-26**							
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide the Board with the Health, Safety, Wellbeing and Assurance Annual Performance Report 2025-26 for scrutiny.
2	**Background**
2.1	The Health, Safety, Wellbeing and Assurance Annual Performance Report 2025-26 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 3-Year Delivery Plan, the Safety and Assurance (SA) Strategy and Legal Compliance. This year, the report also includes engagement activities and a summary of SA indicators.
3.2	**Accident/Injury Summary**
3.2.1	In 2025-26 there was a total of 156 Accidents and Injuries recorded. When compared to the previous reporting year, there has been a 10% (173 to 156) decrease in Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) Summary. A total of 24 events were reported to the Health and Safety Executive (HSE) under RIDDOR Regulations. When compared to the previous reporting year, there has been a 140% increase (10 to 24).
3.3	**Vehicle Accidents Summary**
3.3.1	There was a total of 231 Vehicle Accidents (VA). When compared to the previous reporting year, there has been a 13% increase (204 to 231).
3.4	**Near Miss Reporting**
3.4.1	183 Near Misses (NM) were reported in 2025-26. When compared to the previous reporting year, there has been a 4% increase (176to 183).

3.5 3.5.1	**Acts of Violence Summary** In 2025-26 there was a total of 41 verbal attacks to SFRS personnel reported. When compared to the previous reporting year, there has been a 116% increase. A further 36 physical attacks to SFRS personnel were reported, when compared to the previous reporting year, a 10% decrease is noted (40 to 36).
3.6 3.6.1	**Operational Assurance Audit Actions** In 2025–26, the Operational Assurance team completed 6 structured debriefs, with a further 4 debriefs completed and currently progressing through governance for scrutiny. The debriefs collate and review information of the event to highlight good practice and to make recommendations where required to promote continual learning and improvement.
3.7 3.7.1	**Health and Safety Improvement Plans (HSIP) Summary** Overall completion of the 2025-26 HISP is 100% (30 of 30), representing a 2% increase when compared to the previous reporting year.
3.8 3.8.1	**Benchmarking: UK FRS** The report includes an overview on benchmarking from data collated from other UK Fire and Rescue Services.
3.8.2	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 is asked to scrutinise the content of the Health, Safety, Wellbeing and Assurance Annual Performance Report 2025-26.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** Failure to monitor Health and Safety performance and identify areas of continuous improvement in Health and Safety.
5.2 5.2.1	**Financial** No financial implications within the production of this report. Some recommendations within the report may have financial implications and will be managed through appropriate governance routes by the risk owner.
5.3 5.3.1	**Environmental & Sustainability** No environmental impact as this report is circulated electronically.
5.4 5.4.1	**Workforce** 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 5.5.1	**Health & Safety** 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	**Training**

5.7.1	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 Health, Safety, Wellbeing and Assurance Annual Performance Report will be progressed through the Governance routes as indicated within the Governance Route for Report section. Once the Annual Health, Safety, Wellbeing and Assurance Report has been 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 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** DPIA completed ~~Yes~~/No. There are no implications that require to be noted for GDPR purposes.	
5.13 5.13.1	**Equalities** EHRIA completed ~~Yes~~/No. 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 Health, Safety, Wellbeing and Assurance Annual Performance Report has no direct impact on Service Delivery and is provided for awareness and information.	
5.15 5.15.1	**Prevention** The report contains updates that will enhance staff safety and prevention activities across all Directorates.	
6	**Core Brief**	
6.1	The Health, Safety, Wellbeing and Assurance Annual Performance Report 2025-26 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:**	ACO Craig McGoldrick
7.2	**Level of Assurance: (Mark as appropriate)**	**Reasonable**
7.3	**Rationale:**	The Health, Safety, Wellbeing and Assurance Annual Performance Report 2025-26 informs the workforce of the organisation's safety performance and the progress being made towards achieving the defined KPI's, as well as how they contribute to the organisation's success.

8	Appendices/Further Reading
8.1	Health, Safety, Wellbeing and Assurance Annual Performance Report 2025-26

Prepared by:	Victoria Regan, Business Support Officer
Sponsored by:	Deputy Heads of Safety and Assurance
Presented by:	Jim Holden, Head of Health, Safety, Wellbeing and Assurance

Links to Strategy and Corporate Values

SFRS Strategy 2025 28

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

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

Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/Outcomes
SA FMT	*09/07/2026*	*For Scrutiny*	*Approved to progress through governance*
TSA DMT	*23/07/2026*	*For Scrutiny*	*Approved to progress through governance*
SMB	*28/07/2026*	*For Scrutiny*	*Approved to progress through governance*
NHSWAB	*16/09/2026*	*For Scrutiny*	*Approved to progress through governance*
PC	*17/09/2026*	*For Scrutiny*	*Approved to progress through governance*
SLT	*21/10/2026*	*For Decision*	*Approved to progress through governance*
SFRS Board	*29/10/2026*	*For Scrutiny*	

SCOTTISH FIRE AND RESCUE SERVICE

Annual Health, Safety, Wellbeing and Assurance Performance Report 2025-26

DRAFT



Contents

1. **Introduction**
Chief Officer and Board Chair; Head of Safety and Assurance; Key Focuses; and Key Highlights



2. **Performance**
Key Performance Indicators; H&W Statistics; Benchmarking UK FRS; and SA Indicators 2025/26



3. **Compliance**
SFRS Publications; Legislative Compliance; Contaminants; Driver Safety Group; Fire Contaminants; and CivTech



4. **Improvement**
Key Achievements and Improvements; Continual Improvement; and Looking Ahead



5. **Glossary of Terms**



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1. Introduction

Chief Officer and Board Chair; Head of Safety and Assurance; Key Focuses; and Key Highlights

Read on

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Introduction

The Annual Safety, Health, Wellbeing and Assurance Performance Report for 2025–26 sets out the Scottish Fire and Rescue Service's (SFRS) continued commitment to protecting its workforce. It outlines organisational performance, governance and improvement activity, showing how safety and assurance remain embedded across the Service.

During the year, the Service strengthened a positive health, safety, wellbeing and assurance culture across operational and our corporate services. Activity at all levels from strategic oversight to frontline delivery has been informed by robust risk management practices, data-led insight and a clear emphasis on safeguarding personnel and the communities they serve.

During 2025–26, significant progress has been made in advancing occupational health measures, including the further development and implementation of arrangements to manage risks associated with fire contaminants. Developed in partnership with representative bodies and subject matter experts, this work reflects the Service's ongoing commitment to applying evidence-based approaches and industry best practice to emerging risks.

Looking ahead, SFRS will continue to build on these foundations through enhanced assurance processes, strengthened organisational learning and a clear focus on improving health, safety, wellbeing and assurance outcomes.

This highlights key achievements and areas for development but also outlines the direction of travel for continued improvement across the Service.

The SFRS Board and Strategic Leadership Team formally recognise the dedication, professionalism and resilience demonstrated by all personnel throughout the year. Their collective efforts in maintaining high standards and supporting one another remain fundamental to the Service's ongoing success.



Stuart Stevens
SFRS Chief Officer



Mhairi Whylie
Chair of SFRS Board

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Overview



Jim Holden
Head of Safety and Assurance

As I reflect on the 2025–26 reporting year, it is important to acknowledge the collective efforts of all SFRS personnel.

The consistent focus on maintaining health, safety, wellbeing and assurance has been fundamental to the progress made throughout the year. Across all areas of the Service from incident response to operational support and leadership the high standards of professionalism and resilience demonstrated have played a crucial role in fostering a safer and more effective working environment.

Over the course of 2025-26, the function has delivered meaningful improvements across several key areas. These include the Premises Compliance Process, the Procurement of a new electronic Safety and Assurance Management System (e-SAMS), and the integration of Health and Wellbeing within Safety and Assurance, creating a cohesive approach to safety, health, wellbeing and assurance.

A range of structured learning approaches, including significant event investigations, formal debriefs, thematic audits and case study reviews, have strengthened the Service's ability to capture and embed organisational learning, reinforcing a culture of continuous improvement. Governance frameworks remain robust and fully aligned with statutory requirements, supported by a culture that encourages personal accountability for safety. Improvements to reporting arrangements have enhanced both accessibility and clarity, while the Health and Safety Improvement Plans achieved full delivery against all objectives, demonstrating a sustained organisational focus on safety advancement and learning.

Priority continues to be placed on enhancing the Service's integrated approach to health, safety, wellbeing and assurance. The ongoing development of our systems is strengthening consistency and effectiveness, with further progress made towards alignment with ISO 45001 standards. Key improvements have been introduced in areas such as work equipment management and risk assessment processes, supporting safer operational practice. A comprehensive programme of safety and wellbeing training, delivered through both dedicated courses and embedded within operational competence frameworks, ensures that personnel are equipped with the knowledge, skills and confidence required to perform their roles safely and effectively.

Recognition is also due to partner UK Fire and Rescue Services for their contribution of data, which has supported the Service's benchmarking activity. Continued collaboration with the National Fire Chiefs Council will be strengthened to identify shared learning and drive improvement initiatives aimed at enhancing safety across the sector.

I would like to thanks all personnel for their continued commitment and contribution. Through collective effort, the Service continues to embed a culture that prioritises health, safety, wellbeing and assurance, strengthening resilience while ensuring the ongoing protection of our people and the communities we serve.

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HSWA Objectives



SAFER COMMUNITIES THROUGH PREVENTION

Health, Safety, Wellbeing and Assurance Risk Management:

Develop and maintain compliant and effective Health, Safety, Wellbeing and Assurance Management Systems, including the Cority and HSWA Management Systems. Assess and mitigate risk proportionately to improve staff safety and wellbeing.

Manage risk. Protect people. Prevent harm.



INNOVATION & INVESTMENT

Improvement & Organisational Learning:

Drive continuous improvement through our Health, Safety, Wellbeing and Assurance Improvement Plans, embedding assurance and learning across the organisation.

Innovate. Invest. Improve.



INVESTING IN OUR PEOPLE

Safe and Well Workplace Culture:

Promote a positive culture that recognises safe behaviour, supports wellbeing, embeds learning and empowers staff to lead by example.

Positive culture. Empowered people. Better together.



SAFE & EFFECTIVE RESPONSE

Safety Training & Assurance:

Increase safety awareness and understanding to ensure our staff are competent and capable.

Prepared people. Confident teams. Effective response.



IMPROVING PERFORMANCE

Health, Safety, Wellbeing and Assurance Communications & Engagement:

Strengthen communication and engagement across Health, Safety, Wellbeing and Assurance to support compliant, effective and efficient ways of working.

Engage. Communicate. Improve performance.

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Safety Key Highlights



Planning

Facilitated the collation, review and distribution of Contaminant zoning plans for all SFRS operational and training premises.



Operations

A consistent, national approach to premises risk management was embedded across all operational locations, ensuring compliance through Generic Risk Assessments or Specific Risk Assessments.



Directorates

RAs, SSOW and Technical Assessments were progressed quality-assured and formally implemented across SFRS, enhancing compliance and safety assurance. This includes a GRA, supporting SSOWs and a PPE assessment for Communications and Engagement Media activities.



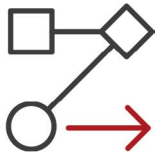
Training

Strengthened the Risk Assessment and SSOW review programme for Training-specific health and safety documentation, enhancing the accuracy and validity of the Training Handbook.



Event and Investigation

There were 672 events reported and investigated, with recommendations made where identified for organisational learning. With SA leading on 4 significant Investigations.



Business Support

Established a quality assurance process for the Directorate Gantt charts and in support of Risk register and action at SAIG Meetings.

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Assurance, Health and Wellbeing Key Highlights

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Safety Assurance

Continued progress has been made in implementing the ISO45001 action plan, with key elements of the management system now established. Action tracking, performance reporting and organisational learning mechanisms are in place and increasingly embedded, supporting improved oversight and continual improvement. Further work is focused on strengthening audit, assurance and management review arrangements to fully evidence effectiveness.

Operational Assurance (OA)

OA has received 10 Information and Action Notes from NFCC this year, which have been reviewed against current SFRS policies and procedures. This has informed recommendations to improve firefighter safety and operational performance. OA strengthened its relationship with NFCC, working collaboratively with UK fire and rescue services to share approaches and good practice, supporting the development of organisational learning within SFRS.

Training Assurance (TA)

TA workstreams began this year by defining the purpose and scope of TA. TA engaged with key stakeholders before commencing a series of engagement sessions and audits of training centres. This information informed Current State Analysis and highlighted further analysis data is required from on station training, Operations Control and FDO cadres. Audit and engagement session preparation was undertaken to capture learning from these areas.

Fitness

The Operational Fitness Policy and Procedure, and all supporting protocols were reviewed. This informed staff training and development to ensure the delivery of fitness assessments meets the required quality standards. This supported a continued increase in fitness assessment compliance throughout 2025-26, reaching 97% by the end of March 2026.

Wellbeing

The Health & Wellbeing structure was strengthened through the permanent inclusion of wellbeing development.

Occupational Health

Occupational Health reviewed and updated all protocols to ensure continued compliance with legislation and national clinical guidance. Worked collaboratively with fitness colleagues to deliver staff training to ensure delivery of safety critical medicals meets required standards. By the end of March 2026 safety critical medical assessment compliance reached 97%.



2. Performance

Key Performance Indicators; H&W Statistics; Benchmarking UK FRS; and SA Indicators 2025/26

Read on

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Key Performance Indicators

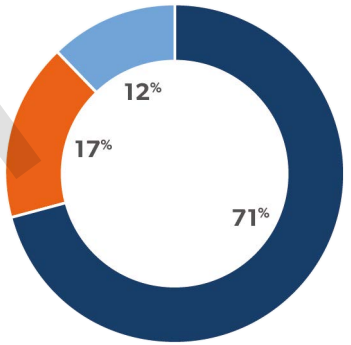
RIDDOR Reportable Events

In 2025/26 a total of 24 events were reported to the Health and Safety Executive (HSE) under RIDDOR Regulations. When compared to the previous reporting year, there has been a 140% increase (10 to 24).

The most common cause of over 7-day injuries was slips, trips, and falls, accounting for 38% (9 of 24).

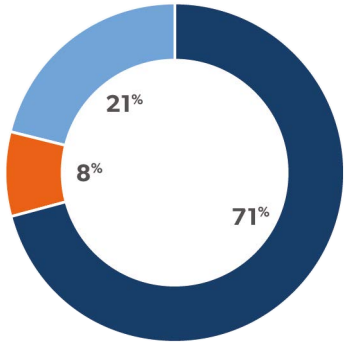
An example of a RIDDOR reportable events include:

- **Over 7 Day:** When responding to a dwelling fire, a firefighter driver was assisting exiting crews to carry a casualty down a flight of stairs and tripped and injured their knee. Outcome: The driver was not wearing full PPE. A local awareness brief was distributed highlighting the requirement of all staff, including drivers, to wear full PPE at all incidents.
- **Dangerous Occurrence:** At an operational incident, one BA set showed that a fault occurred before being committed to risk area during entry checks. Outcome: Confirmed that there was an intermittent issue with DSU display which was sent to the manufacture for inspection following the Impound Inspection.



Activity Type

- Operational
- Non-Operational
- Training



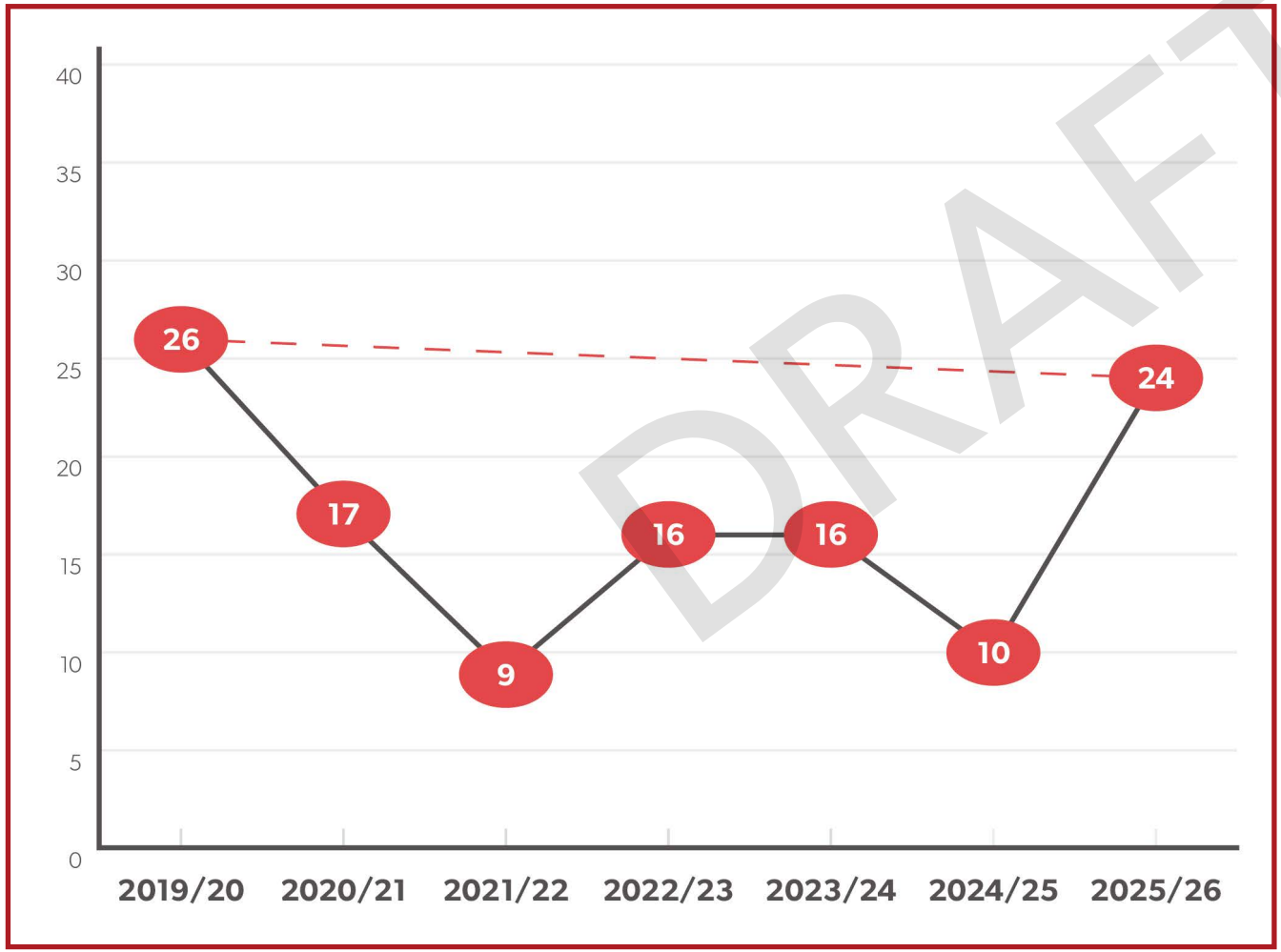
Type of RIDDOR

- Over 7 Day Injuries
- Dangerous Occurrence
- Specified Injuries

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Key Performance Indicators

RIDDOR Reportable Events



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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.

Key Performance Indicators

Accident and Injuries (excluding RIDDOR)

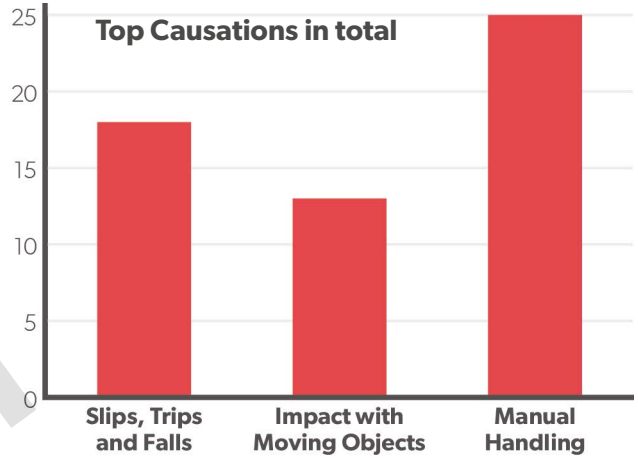
In 2025/26 there was a total of 156 accident injuries recorded. When compared to the previous reporting year, there has been a 10% (173 to 156) decrease, of these:

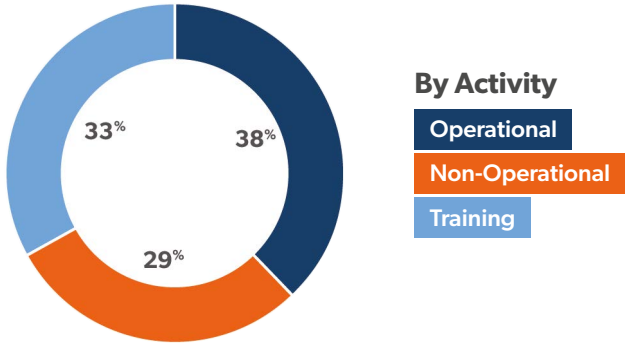
Examples of Accident/Injuries include:

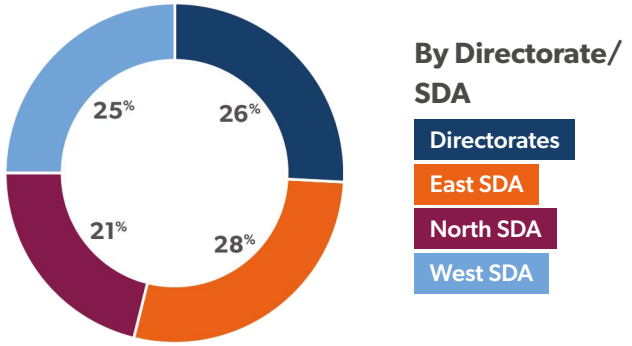
- Firefighter suffered suspected heat exhaustion while at an incident, resulting in familiarisation with SFRS Hydration guidance; and
- Following attendance at an open incident, a Firefighter found a tick on return to Station, as a result tick removal tools were delivered to station for use.

Local Safety and Assurance Improvement Groups will monitor emerging trends, identify local learning, and implement required actions. Learning with wider significance will be escalated to the Organisational Learning Group and the National Health, Safety, Wellbeing and Assurance Board for corporate review.

Areas identified for future focus included improving safety performance and learning, with particular emphasis on situational awareness and decision-making. This included human factors impact and the improvement of hazard recognition and risk assessment.



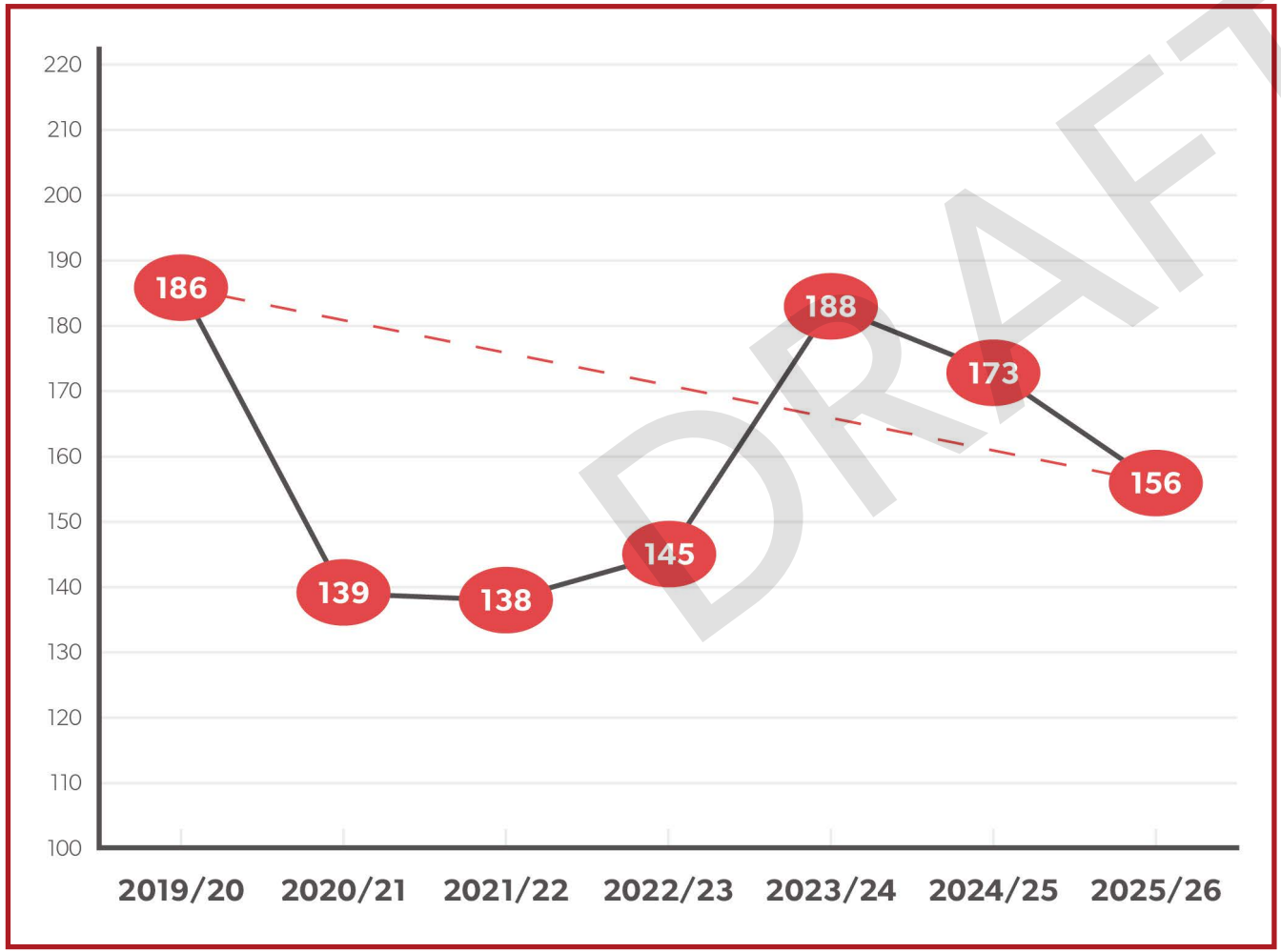




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Key Performance Indicators

Accident and Injuries (excluding RIDDOR)



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KPI 53: Accident and Injuries (excluding RIDDOR)

Purpose:

Demonstrates total accidents and injuries to occur through workplace accidents.

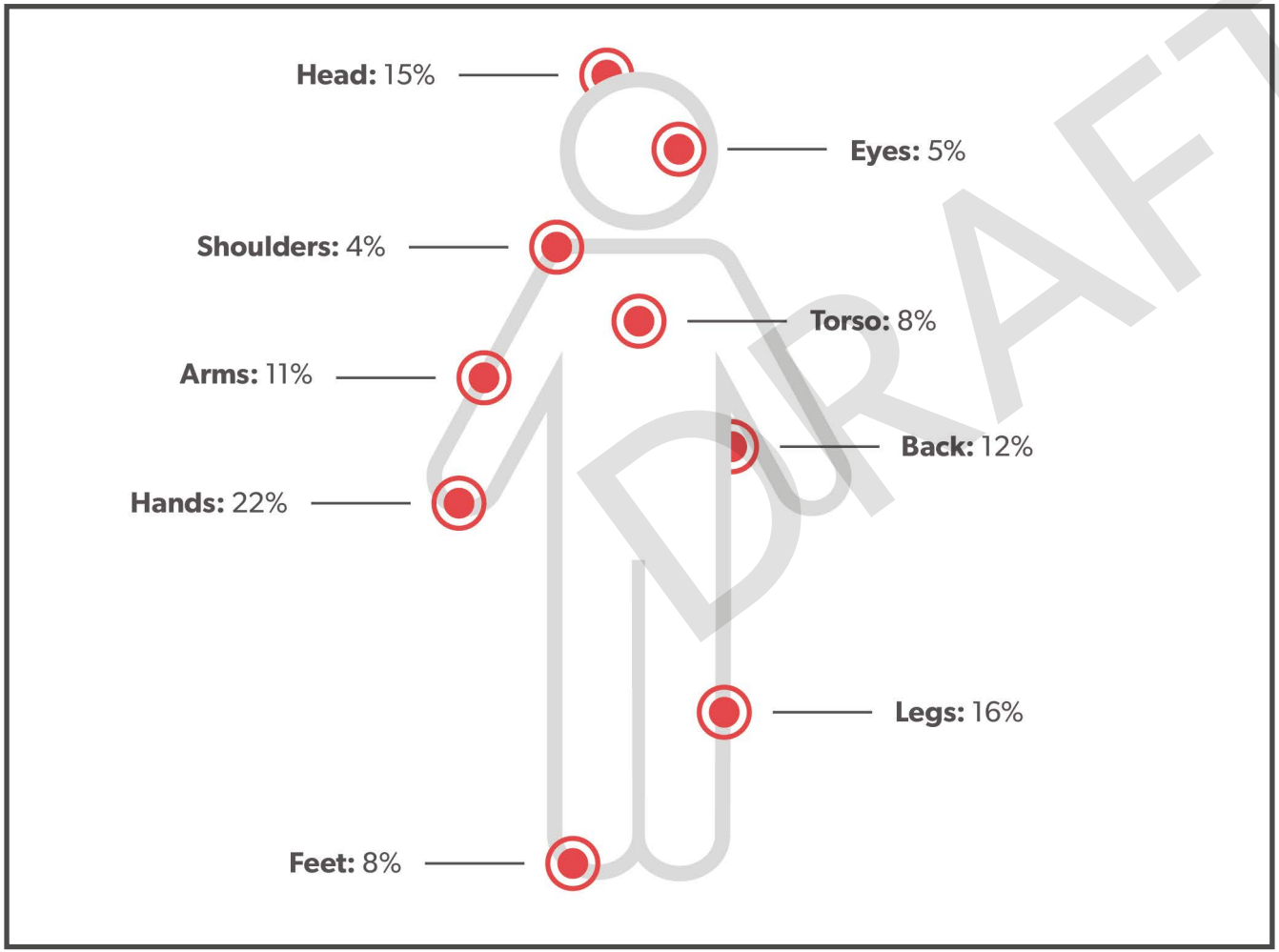
The slight upward trend over the reported period may be attributed to the lower incident reporting observed during the COVID-19 period, with similar rates reported prior to COVID-19.

We will:

invest in training content to improve event investigation, causation and corrective actions, for example, consider the enhancement of training safe systems of work content.

Key Performance Indicators

Accident and Injuries (excluding RIDDOR)



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Body Map

Musculoskeletal (MSK) injuries remained a key area of focus, with the highest prevalence in hands (22%), legs (16%) and back (12%). Compared to 2024/25, there has been a reduction in back and shoulder injuries, highlighting the positive impact of targeted interventions.

The MSK Injury Reduction Group continued to support personnel through early intervention, rehabilitation and ongoing wellbeing support to reduce injury impact and recurrence.

Percentages for Accident/Injuries.
Please note there may be multiple injuries per accident.

Key Performance Indicators

Verbal Attacks on SFRS Staff

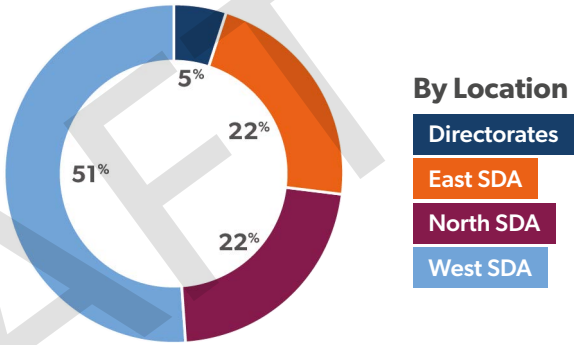
In 2025-26 there was a total of 41 verbal attacks to SFRS personnel reported. When compared to the previous reporting year, there has been a 116% increase

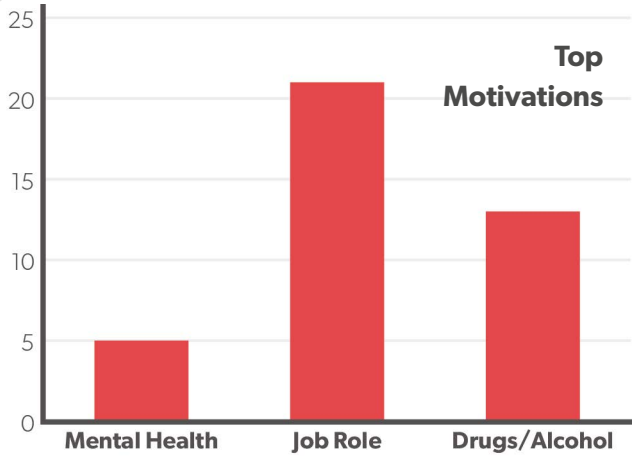
68% (28 of 41) events were reported during operational activities, 30% (12 of 41) during non-operational activities and 2% (1 of 41) during training activities. 35 verbal attacks were from individual persons towards staff, the remaining 6 were group acts.

Police were requested for 25 of the 41 verbal assaults of which 4 were considered as reportable under the Emergency Workers (Scotland) Act 2005.

Outcomes taken from SFRS investigations included:

- Local awareness briefs circulated detailing local risk of verbal attacks and awareness of current control measures.
- Guidance has been shared with Community Safety Advocates (CSA) staff re' SSOW to be implemented for all visits they have concerns about.
- SFRS continue to report instances where applicable to Police Scotland and where required, request the support of PS.
- SFRS continue to provide enhanced Welfare checks of crew following all AOV.

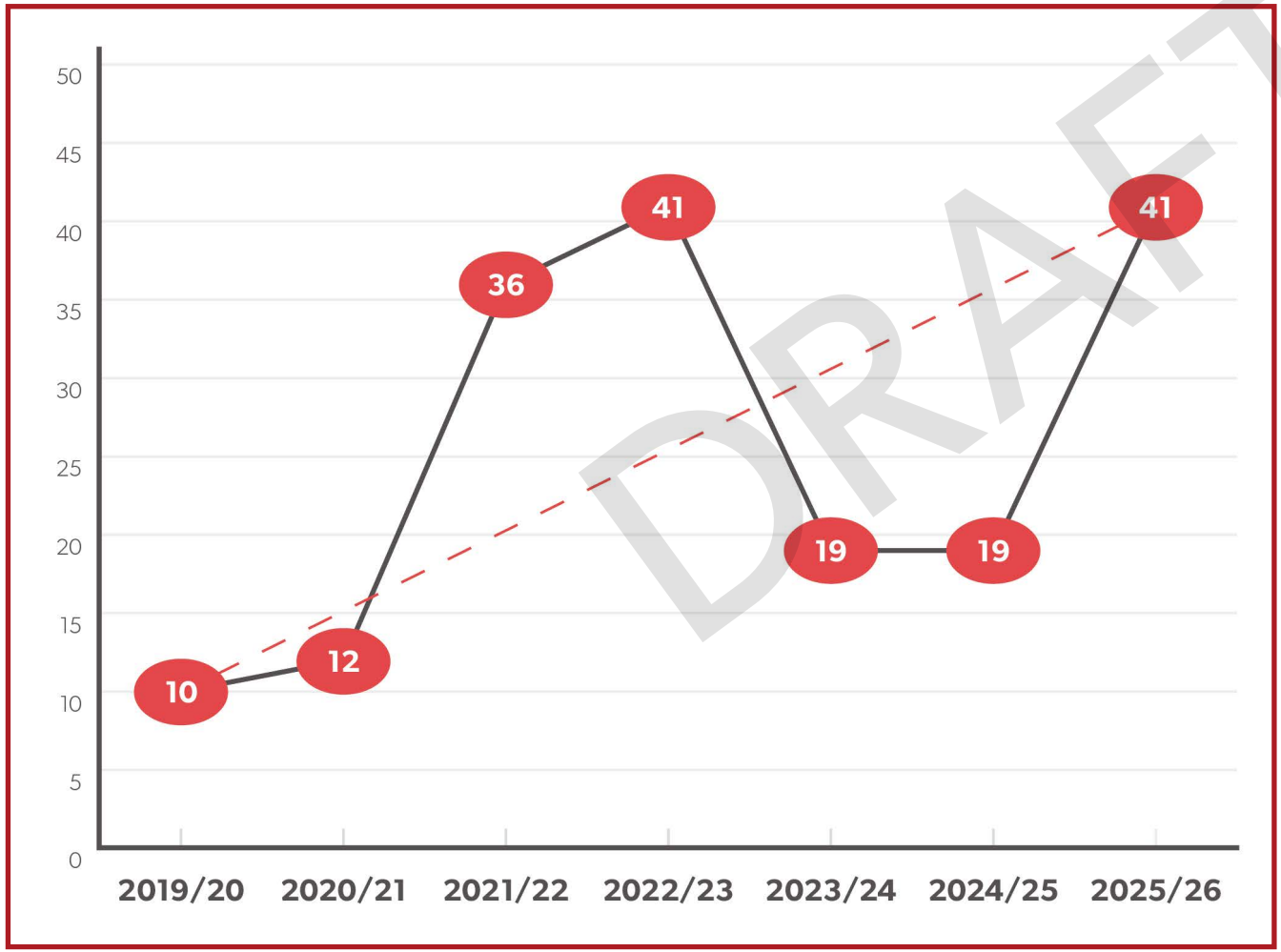




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Key Performance Indicators

Verbal Attacks on SFRS Staff



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KPI 50: Verbal Attacks

Purpose:

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

We will:

treat everyone with professionalism, dignity and respect and request that we be treated in the same way in return.

Key Performance Indicators

Physical Attacks on SFRS Staff

In 2025/26 there was a total of 36 physical attacks to SFRS personnel reported, when compared to the previous reporting year, a 10% decrease is noted (40 to 36).

There was an increase in Physical Acts of Violence (AOV) in the West Severy Delivery Area (SDA) by 4% (23 to 24), a decrease is shown in the East SDA by 8% (14 to 8) and the North SDA has remained numerically consistent (3).

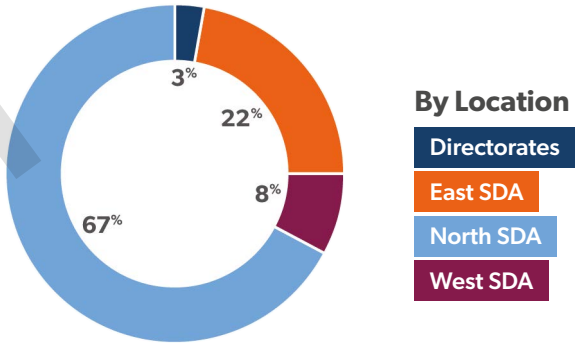
64% (23 of 36) events were reported during operational activities and 36% (13 of 36) occurred during non-operational activities.

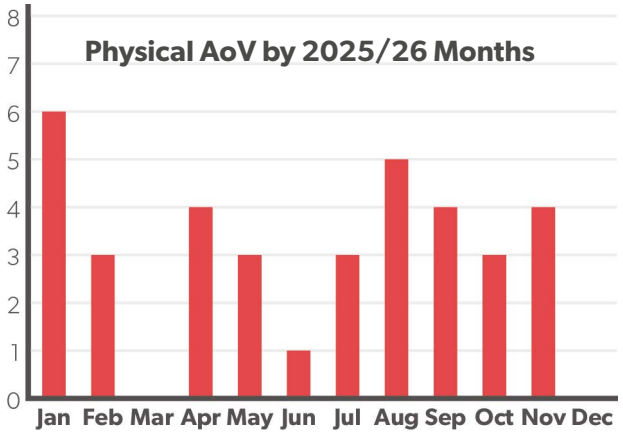
21 physical attacks were through group acts, the remaining 15 were from individual persons.

Police were requested for 25 of the 36 physical assaults, 6 of which was considered as reportable under the Emergency Workers (Scotland) Act 2005.

Outcomes from SFRS Investigations include:

- Breach of SFRS property form completed, and local personnel reminded of station security and issuing of awareness briefing.
- Community Action Teams (CAT) continue to carry out engagement at local schools where pockets of violence have occurred.
- Crews reminded of procedures to be followed aligned with Public Disorder Operational Procedure, Frontline Update 05.18 Incidents involving civil disturbance and National Event Operational Plan (NEOP) for Bonfire Period.
- Police automatically requested for mobilisation in areas where violence was higher.

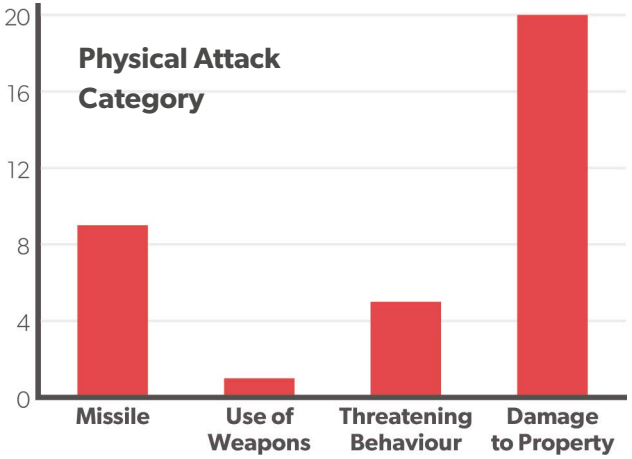


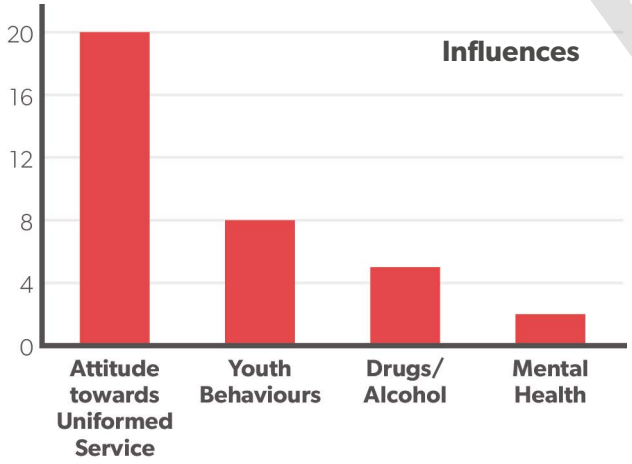


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Key Performance Indicators

Physical Attacks on SFRS Staff







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Key Performance Indicators

Physical Attacks on SFRS Staff

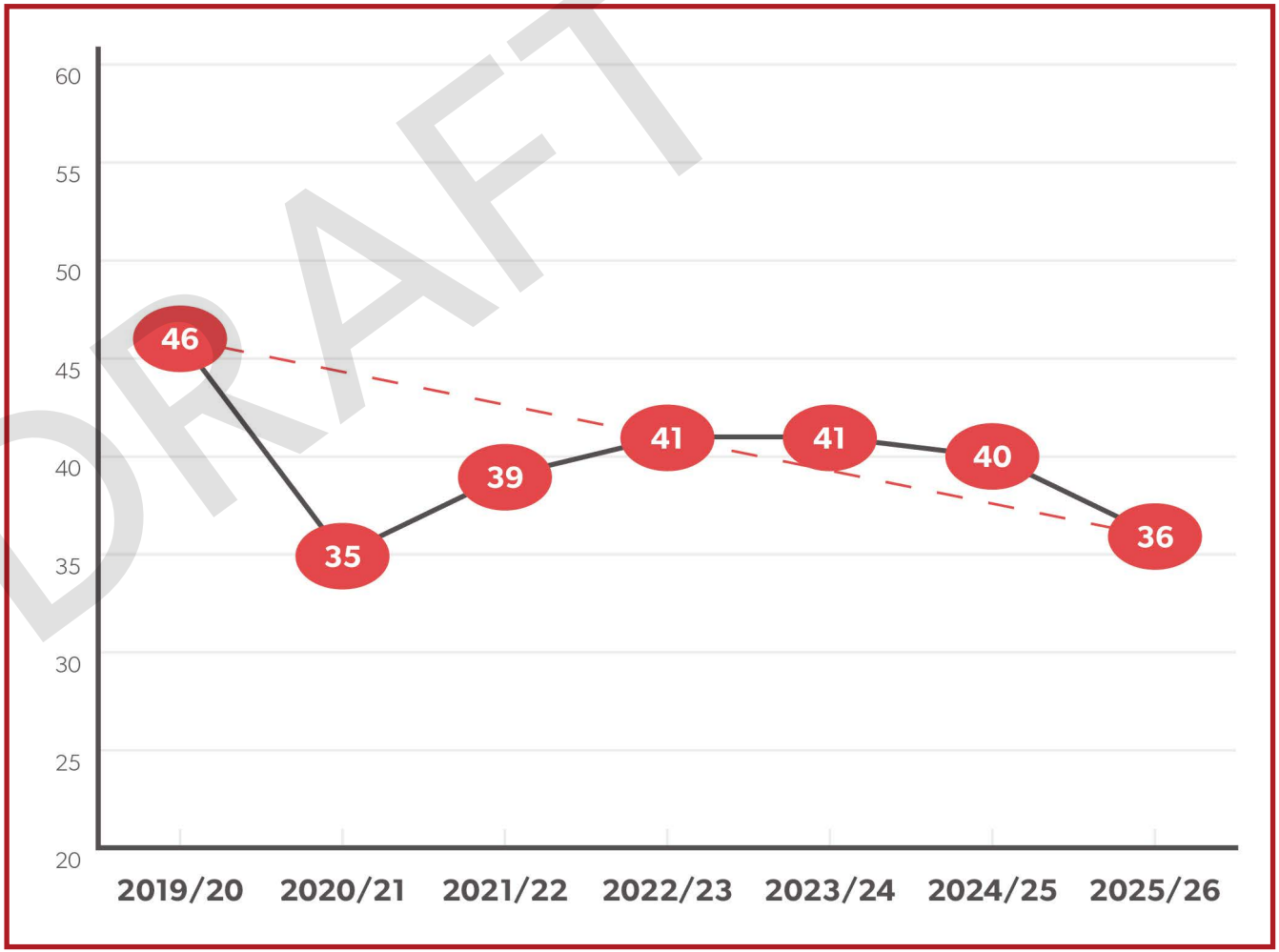
KPI 51: Physical Attacks

Purpose:

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

We will:

continue to work collaboratively with external agencies to raise public awareness towards firefighter safety and apply a zero-tolerance approach toward acts of violence reporting.



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Key Performance Indicators

Near Miss (NM)

In 2025/26 there was a total of 184 Near Misses (NM) reported. When compared to the previous reporting year, there has been a 5% increase (176 to 184).

The 3 most common causes of near misses reported were;

- Appliance and pumps 25% (46 of 183)
- Breathing Apparatus (BA) 21% (38 of 183); and
- Other 30% (56 of 184).



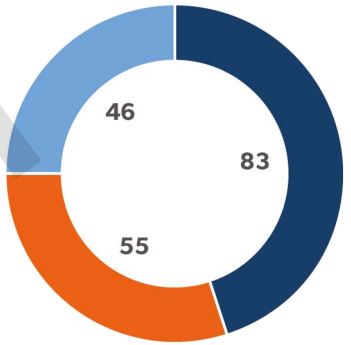
When considering the number of NM in relation to the number of Accidents/Injuries , including Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) events, we saw a ratio of 1:1.02, which is a decline (1.05) when compared to the previous reporting year.

NM reporting remained a key area of focus and continues to be actively promoted as a proactive safety behaviour. To reinforce this message, SA published an awareness poster highlighting the differences of NM and hazards to enhance staff awareness.

During 2025/26 a total of 72 hazards were reported through the newly implemented hazard reporting system.

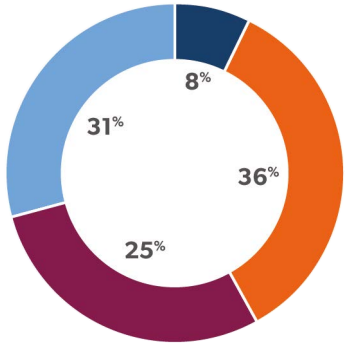
Examples include pest control, wear and tear of equipment and building fabric and not following SFRS procedures.

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



By Activity

- Operational
- Non-Operational
- Training



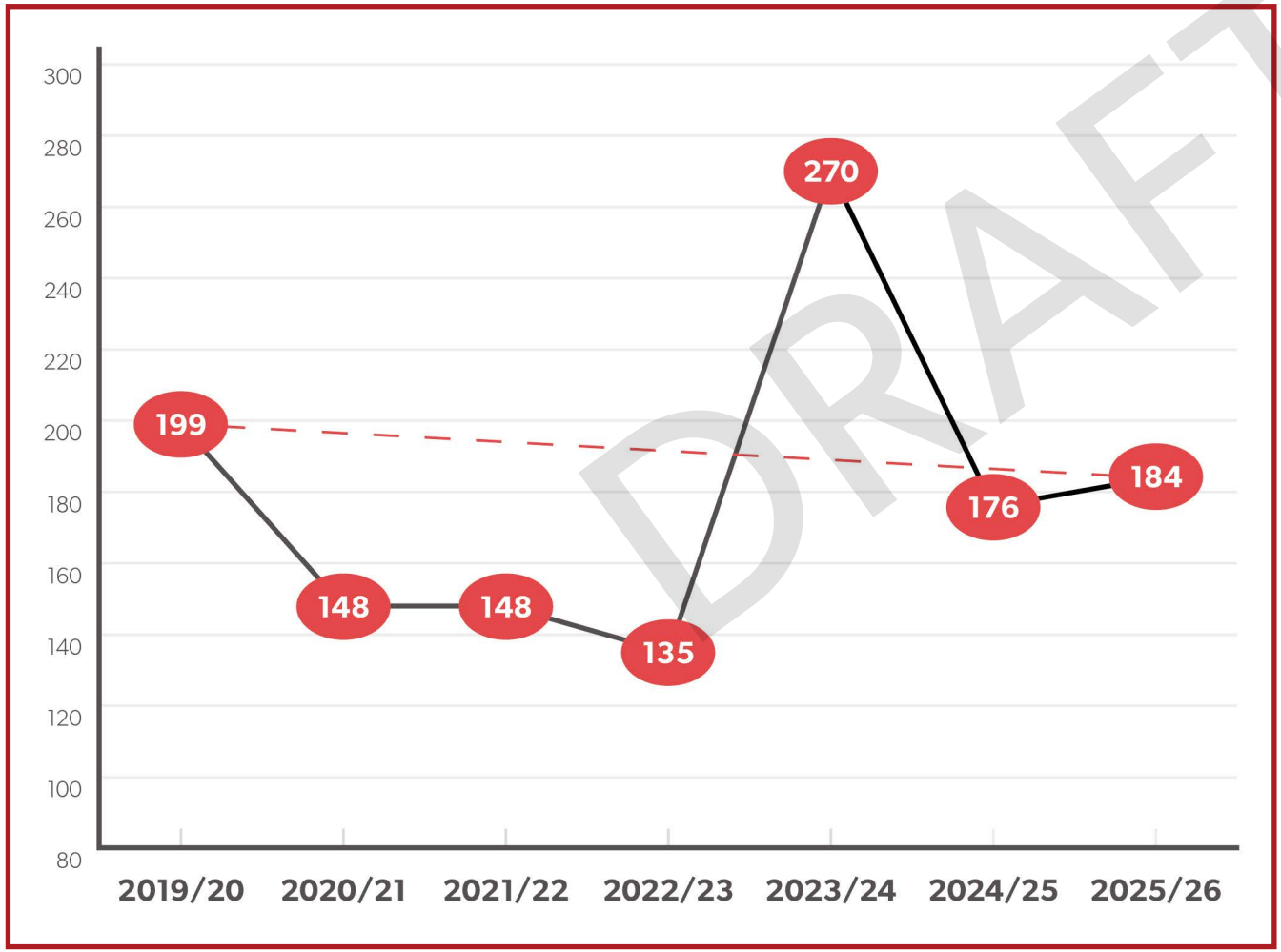
By Location

- Directorates
- East SDA
- North SDA
- West SDA

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Key Performance Indicators

Near Miss (NM)



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KPI 54: Near Miss

Purpose:

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

All tables will be updated, PowerBi have not yet updated annual tables.

We will:

communicate the findings of near-miss and hazard reporting, including progress and actions taken.

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.

Airbag Malfunction During Training

"While training with airbag regulator pressure has become too high – the airbag regulator cross-valve failed, and pressure remains trapped within regulator."

Outcome: Refresher training and awareness communications will remind personnel of the correct operation and stowage of airbag regulators, supported by inspection and maintenance to prevent recurrence.

Gas Ignition

"During proceedings at an incident there was an ignition of gas in a neighbouring property."

Outcome: Proactive engagement with partner agencies was strengthened to ensure timely and effective sharing of risk information, alongside continued multi-agency coordination to support operational decision-making. Operational learning will emphasise early hazard identification and the effective deployment of specialist resources, including UHPL, to reduce fire spread and mitigate risks associated with gas ignition.

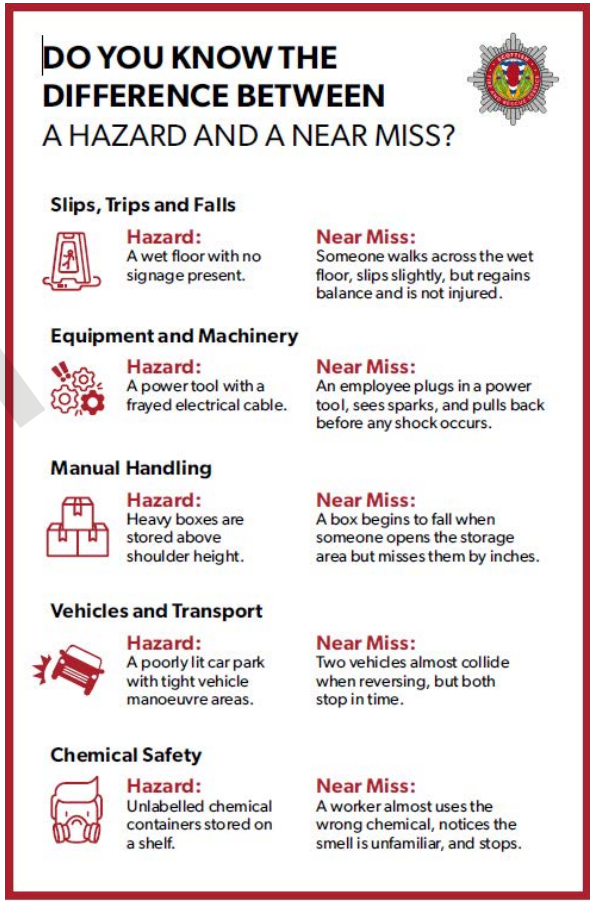
BA Torch Equipment

"During station assurance activities, multiple BA sets were identified as having missing or defective torches due to equipment failure and shortcomings in defect reporting and replacement processes."

Outcome: Reminders of defect reporting expectations and staff behaviours for routine equipment checks will be implemented, alongside improved stock management and assurance of BA equipment availability, to ensure defects are promptly identified, escalated and rectified, reducing the risk of recurrence.

Building Debris Damage

"During high winds, debris from a station roof was dislodged and fell into the yard area, creating a risk of injury to personnel."



Outcome: Implementation of severe weather control measures will restrict access to risk areas and ensure relocation of vehicles during weather warnings, supported by staff awareness of dynamic risk and equipment checks. In parallel, structural inspection and remedial action will be progressed to address roof vulnerabilities and prevent recurrence.

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Key Performance Indicators

Vehicle Accidents

In 2025-26 there was a total of 231 Vehicle Accidents (VA). When compared to the previous reporting year, there has been a 13% increase (204 to 231), of these;

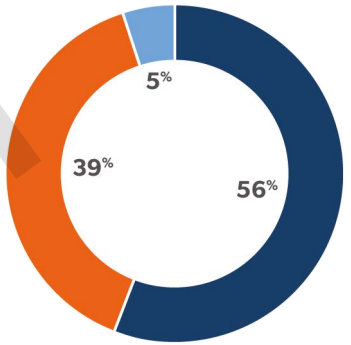
The most common cause of VAs continued to "hit something fixed or stationary", accounting for 52% (119 of 231).

Of the Low-Speed Manoeuvres, 29% (38 of 133) of VAs involved the use of Driving Assistants.

Example of VA events includes:

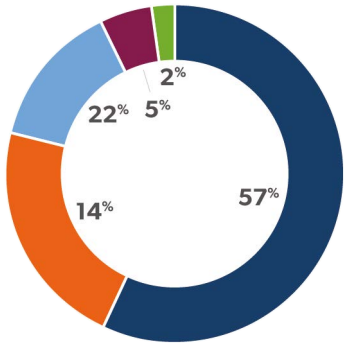
- While responding to an incident, an appliance turned off a carriageway between two stone gate posts. Two banks-persons were deployed, however, contact occurred between the appliance and a post, damaging the appliance. A professional discussion was held with the crew to remind them of the requirement to maintain situational awareness when carrying out low speed manoeuvres.
- While exiting station grounds, an FDO vehicle made contact with a grit bin, resulting in vehicle damage. As a result, the driver completed a Low-Speed Manoeuvre LCMS package. Drivers were informed that further similar incidents would result in referral to Driver Training for a three-day refresher Driving course.
- During a driving assessment, a fire appliance stalled while positioned on an incline at a junction. This resulted in the appliance rolling backwards and making contact with a private vehicle. An additional driver training requirement was identified and was addressed at the time through further instruction on the course.

The Driver Safety Group continued to monitor trends and implement further controls and support to reduce the risk of vehicle accidents. LSO continued to investigate and ensure actions are taken to prevent risk of reoccurrence.



Activity Type

- Operational
- Non-Operational
- Training



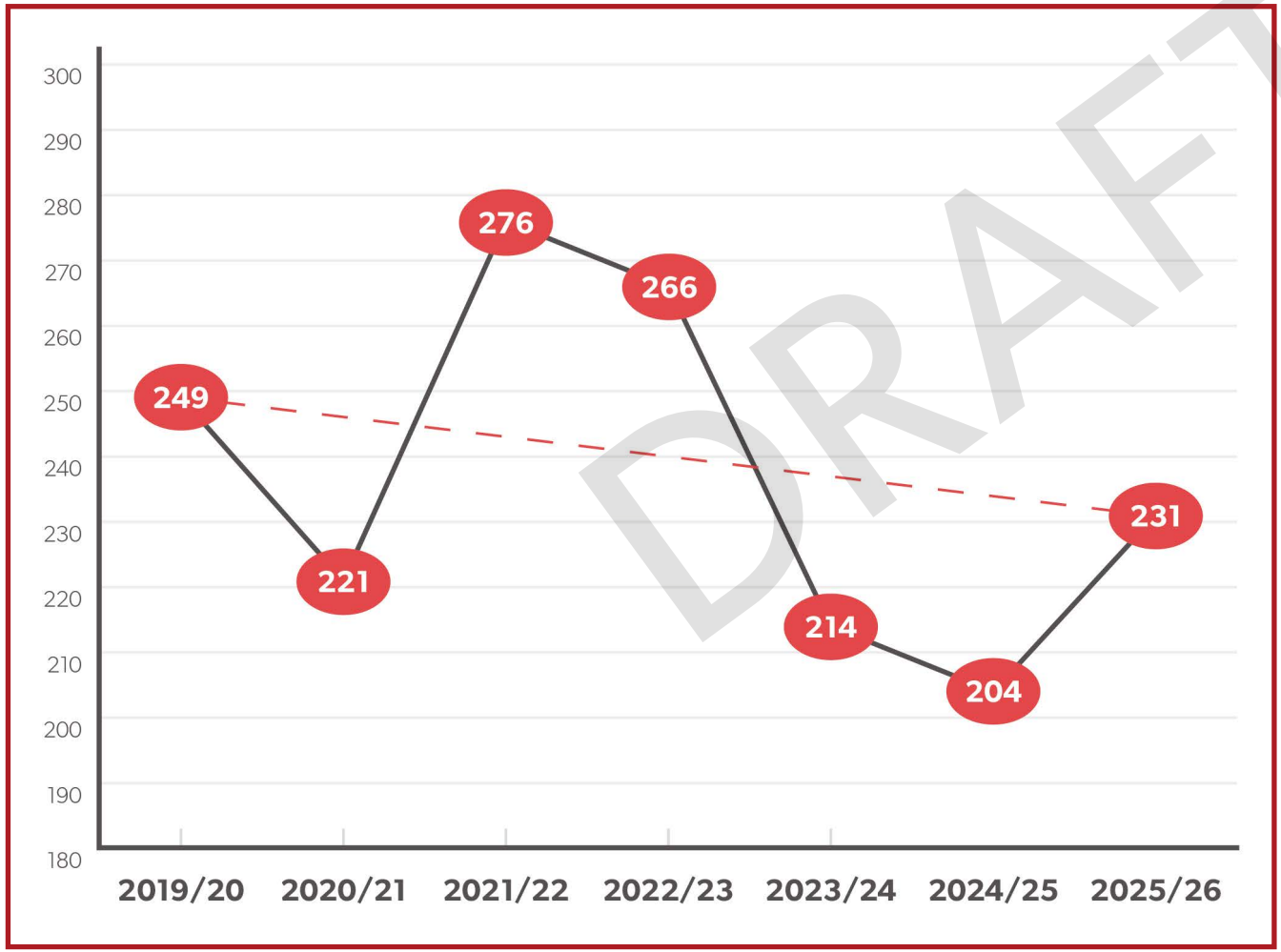
Vehicle Speeds

- Slow Speed
- Emergency Response Driving
- Normal Road Speed
- Other
- Stationary

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Key Performance Indicators

Vehicle Accidents



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KPI 55: Vehicle Accidents

Purpose:

Total number of events that involved vehicle accidents.

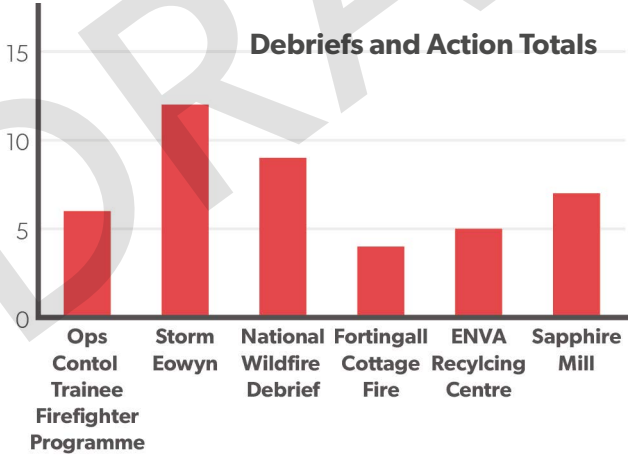
Key Performance Indicators

Operational Assurance Audit Actions

In 2025–26, the Operational Assurance team completed 6 structured debriefs, with a further 4 debriefs completed and currently progressing through governance for scrutiny. Debriefs are used to systematically capture and analyse incident information, identify good practice, and make recommendations that support continuous learning and improvement.

These debriefs provided a structured forum to review incidents, recognise effective practice, and identify areas for improvement. They captured insight from those directly involved, enabling informed decisions that strengthen future performance and reduce risk. A key outcome was ensuring that operational documentation, including Operating Procedures (OPs), training materials, and response protocols, remained current and aligned with actual practice.

All recommendations arising from debriefs and thematic audits were managed through governance processes and recorded within the Organisational Learning Group (OLG) tracker. Each recommendation was assigned to a nominated risk owner and progressed to completion with supporting evidence.

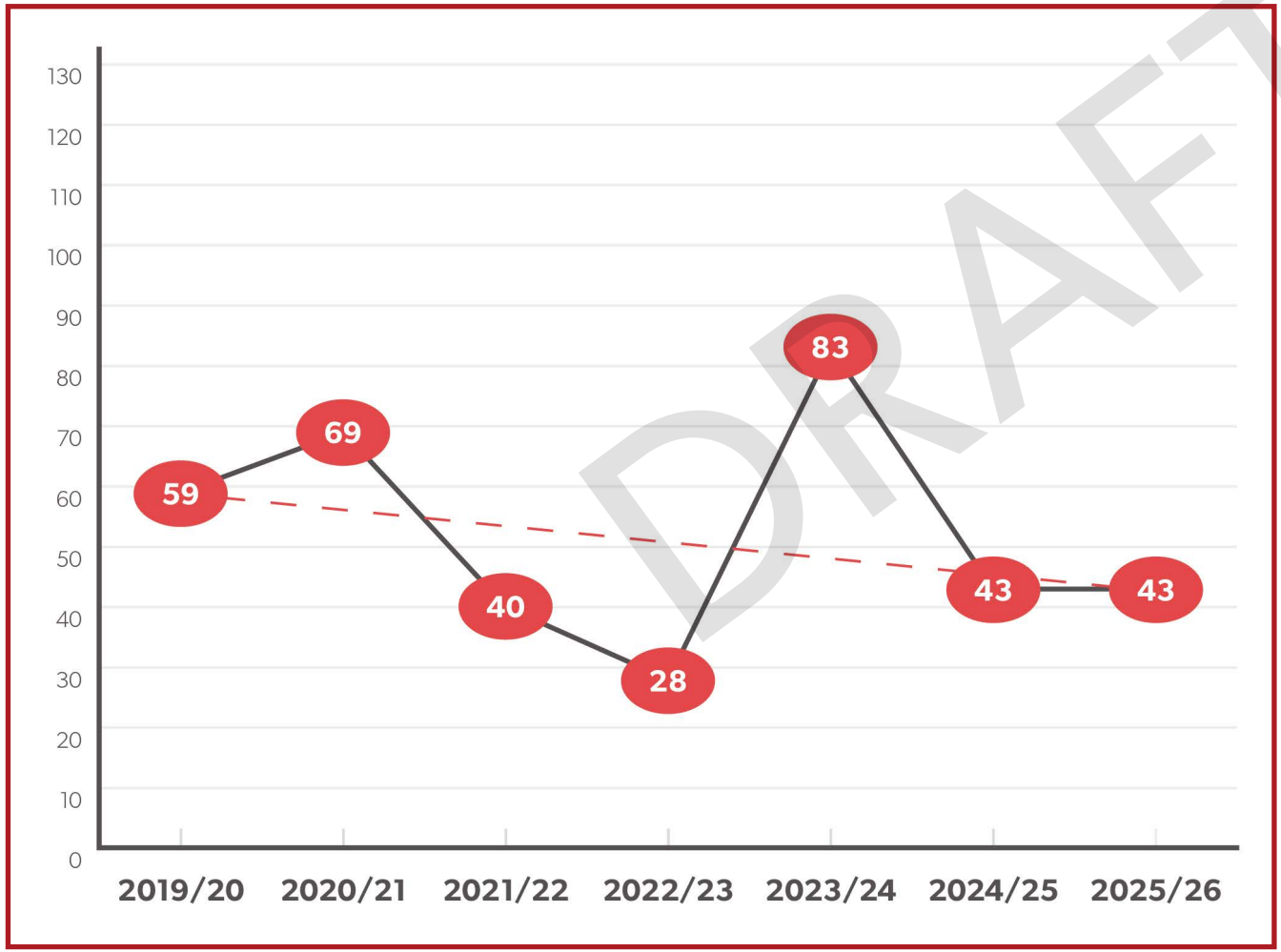




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Key Performance Indicators

Operational Assurance Audit Actions



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KPI 19: Operational Assurance Audit Actions

Purpose:

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

Key Performance Indicators

Health and Safety Improvement Plans

Overall completion of the 2025-26 Health and Safety Improvement Plans (HSIP) is 100% (30 of 30) representing a 2% increase when compared to the previous reporting year.

Our 2026-27 Improvement Plans 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:

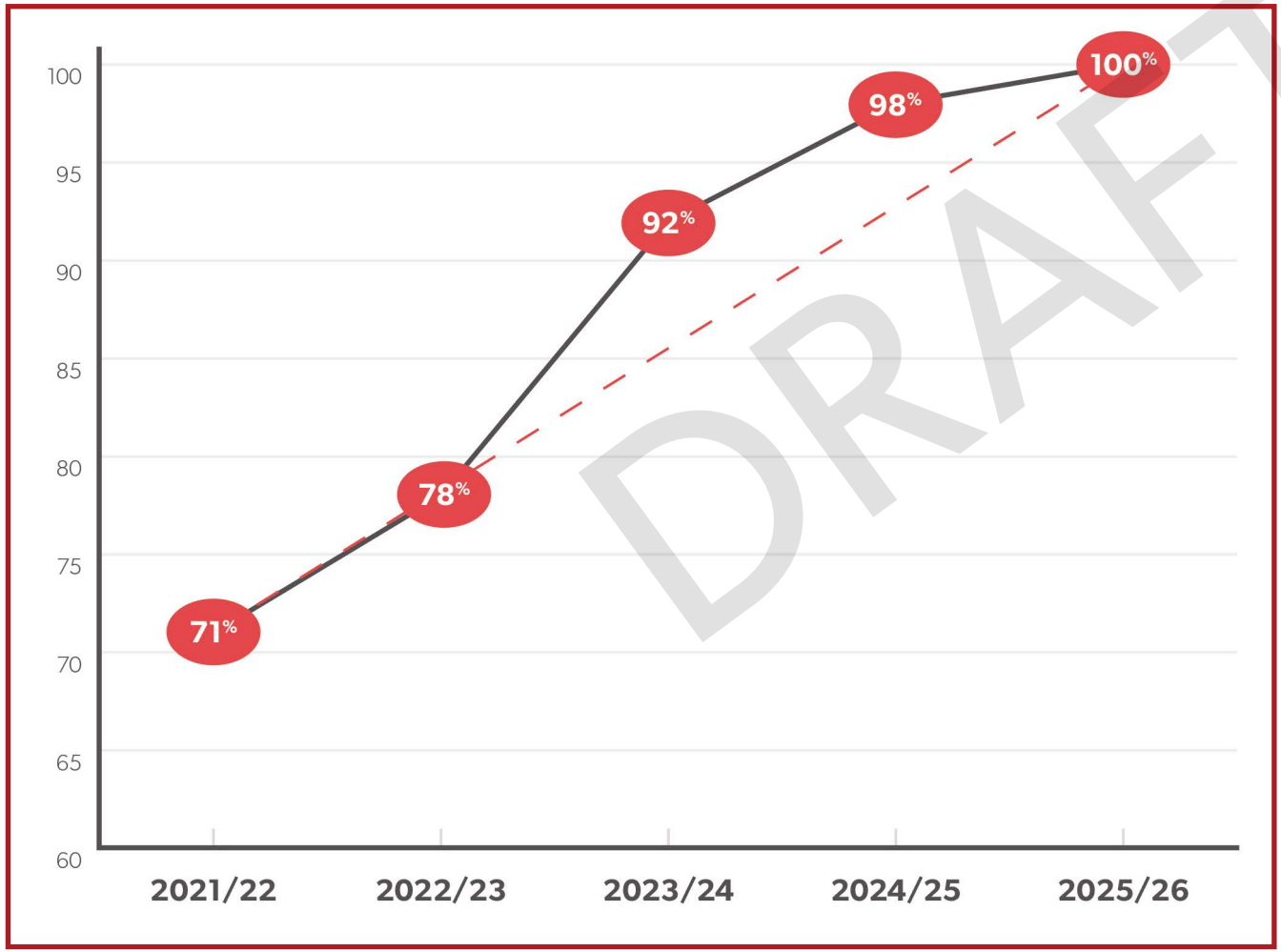
- Strengthened risk assessment and SSOW governance arrangements.
- Enhanced contaminant management controls.
- Completion of Methods of Entry training rollout.
- Ongoing development of TASS and progression of E-SAMS procurement and implementation.
- Support for ISO 45001 compliance and assurance reviews.
- Improved welfare, wellbeing and food safety arrangements across the organisation.



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Key Performance Indicators

Health and Safety Improvement Plans



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KPI 56: % YTD Health and Safety Actions Completed

Purpose:

Demonstrates the completion of improvement plans to drive safety performance.

Key Performance Indicators

Health and Safety Improvement Plans

	Total Number of Actions	Number of Actions Complete	% Progress Towards Completion
Scottish Fire and Rescue Service	30	30	100%
North SDA (NSDA)	16	16	100%
East SDA (ESDA)	16	16	100%
West SDA (WSDA)	16	16	100%
Finance and Contractual Services (FCS)	18	18	100%
People Directorate	12	12	100%
Prevention Directorate	10	10	100%
Operations (OP)	11	11	100%
Strategic Planning, Performance and Communications (SPPC)	10	10	100%
Training, Safety and Assurance (TSA)	28	28	100%
Portfolio Office	13	13	100%

Health and Safety Improvement Plan Annual Breakdown 2025-26

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Health and Wellbeing Statistics

Year	Months	Sum of In Date	Sum of % In Date	Sum of Overdue	Sum of % Overdue
2024	December	4,182	71.05%	1,704	28.95%
2025	January	4,201	71.82%	1,648	28.18%
	February	4,282	72.45%	1,628	27.55%
	March	4,495	76.06%	1,415	23.94%
	April	4,647	78.56%	1,268	21.44%
	May	4,716	80.34%	1,154	19.66%
	June	4,919	84.33%	914	15.67%
	July	5,038	86.80%	766	13.20%
	August	5,092	87.25%	744	12.75%
	September	5,156	88.68%	658	11.32%
	October	5,312	91.21%	512	8.79%
	November	5,399	93.09%	401	6.91%
	December	5,474	94.07%	345	5.93%
2026	January	5,445	93.60%	372	6.40%
	February	5,449	93.85%	357	6.15%
	March	5,531	95.10%	285	4.90%

Throughout this period, HW undertook a comprehensive review of internal protocols, implemented staff refresher training, and completed recruitment to address all vacant roles.

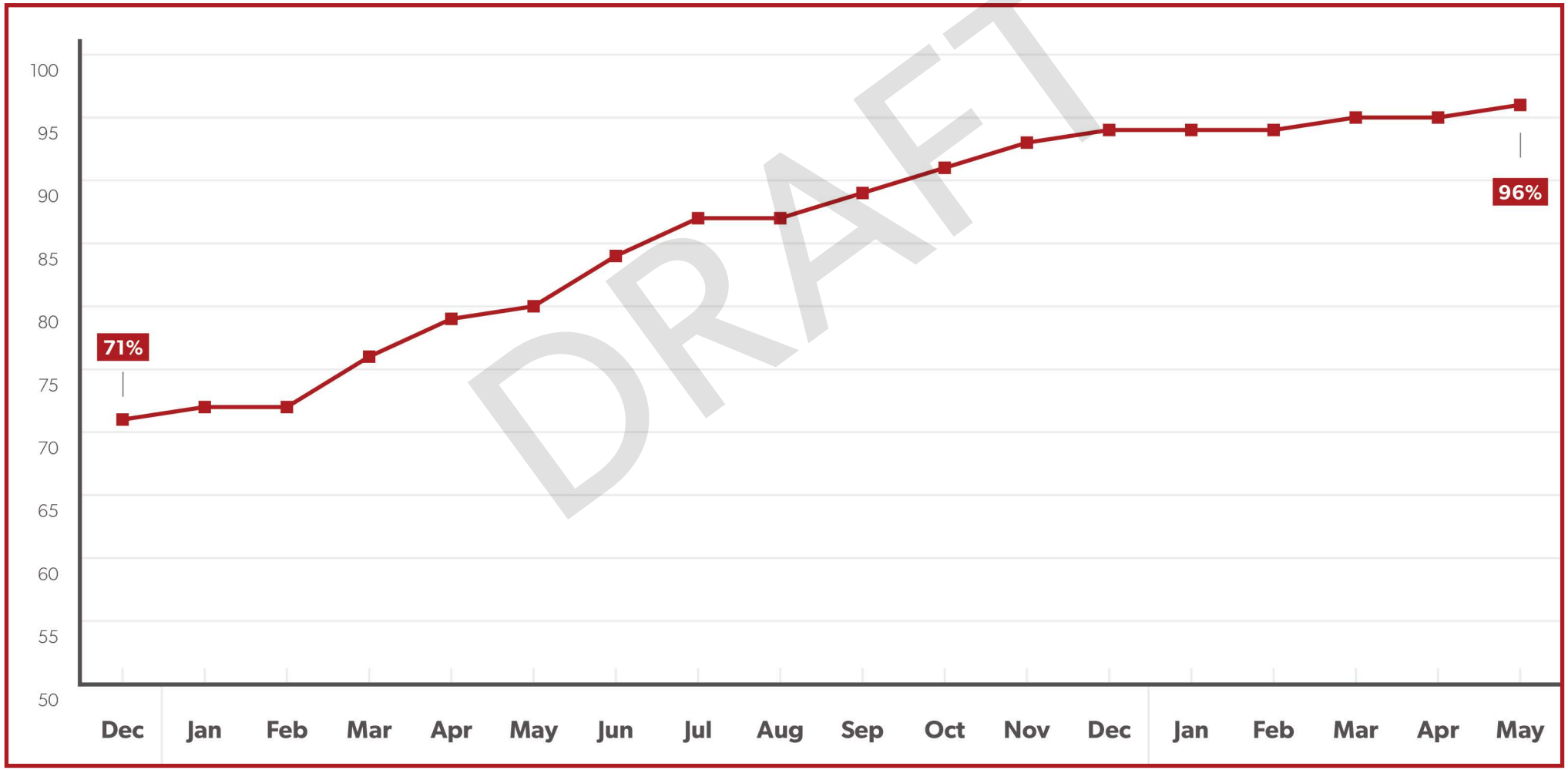
Asbestos medicals are conducted every 3 years. An initial roll out started on the 21st of January 2026 with a paper developed on a plan for the whole service to commence within 2026/27.

HW continued to offer Vaccinations to Water Rescue Stations and supported Pre-placement Medical and Fitness assessments during recruitment processes.

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Health and Wellbeing Statistics

Employees with in Date Medical and Fitness Assessments



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Benchmarking UK FRS

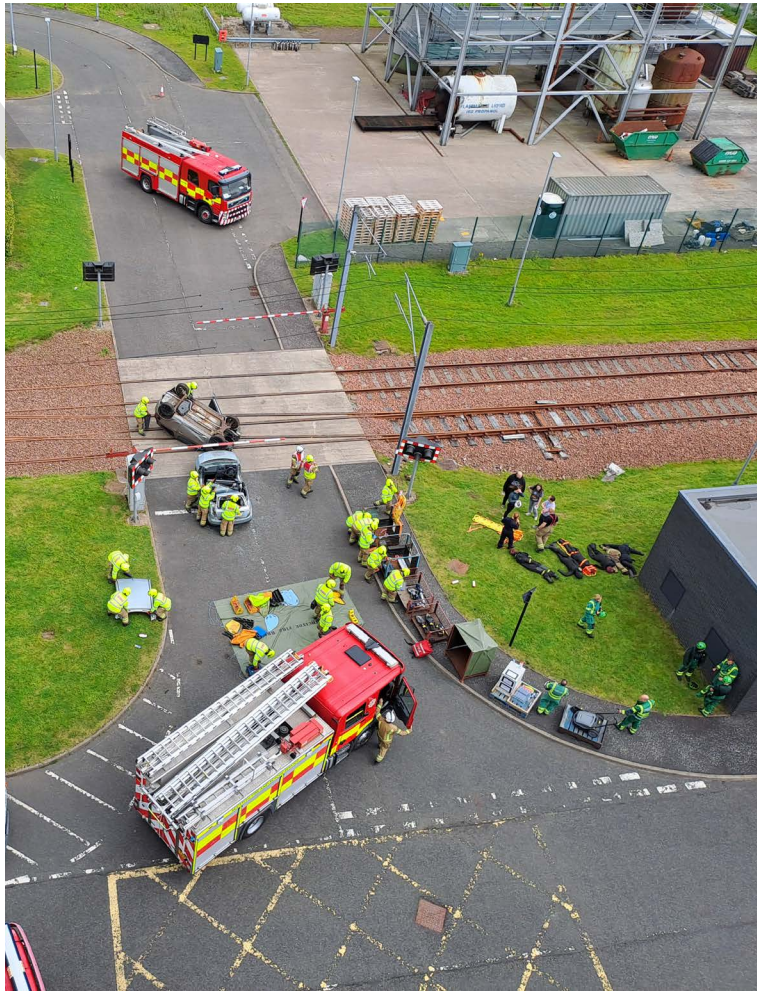
1st of April 2025 – 31st of March 2026

While reporting arrangements and metrics vary across UK Fire and Rescue Services (FRSs), analysis of the information received continues to provide valuable insight into areas of both strong performance and potential development within SFRS.

To support meaningful comparison, SFRS has benchmarked performance using rates per 500 employees, allowing for greater consistency across participating UK FRSs regardless of organisational size. The benchmarking results show that SFRS continues to maintain comparatively low rates of Accidents/Injuries and RIDDOR-reportable incidents per 500 employees when measured against a number of UK services. This positive position is consistent with trends reported in previous years.

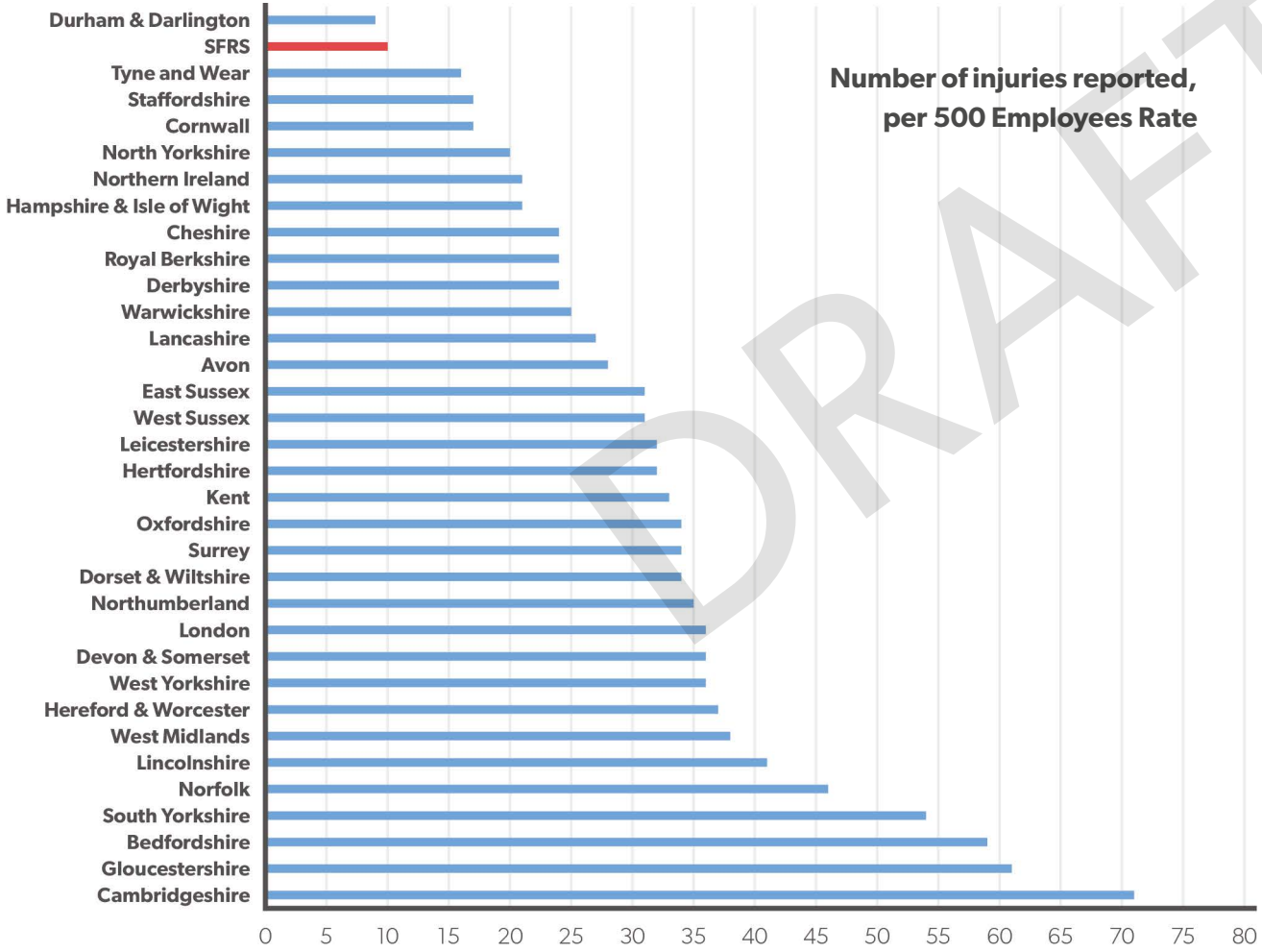
The analysis highlights opportunities to strengthen Near Miss (NM) reporting. SFRS reporting rates remained lower than those recorded by many comparator FRSs on a per-500-employee basis. The Safety and Assurance (SA) function continued to encourage the reporting of near misses and hazards, reinforcing the importance of a proactive reporting culture that supports learning, prevention and continual improvement.

During 2026/27, SA intends to engage with other UK FRSs to better understand the approaches and initiatives they have adopted to increase Near Miss reporting and identify good practice that may be applicable within SFRS. Employees affected by incidents involving violence, aggression or workplace injury are reminded that a range of support resources is available through the SFRS Wellbeing Hub.



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Benchmarking UK FRS



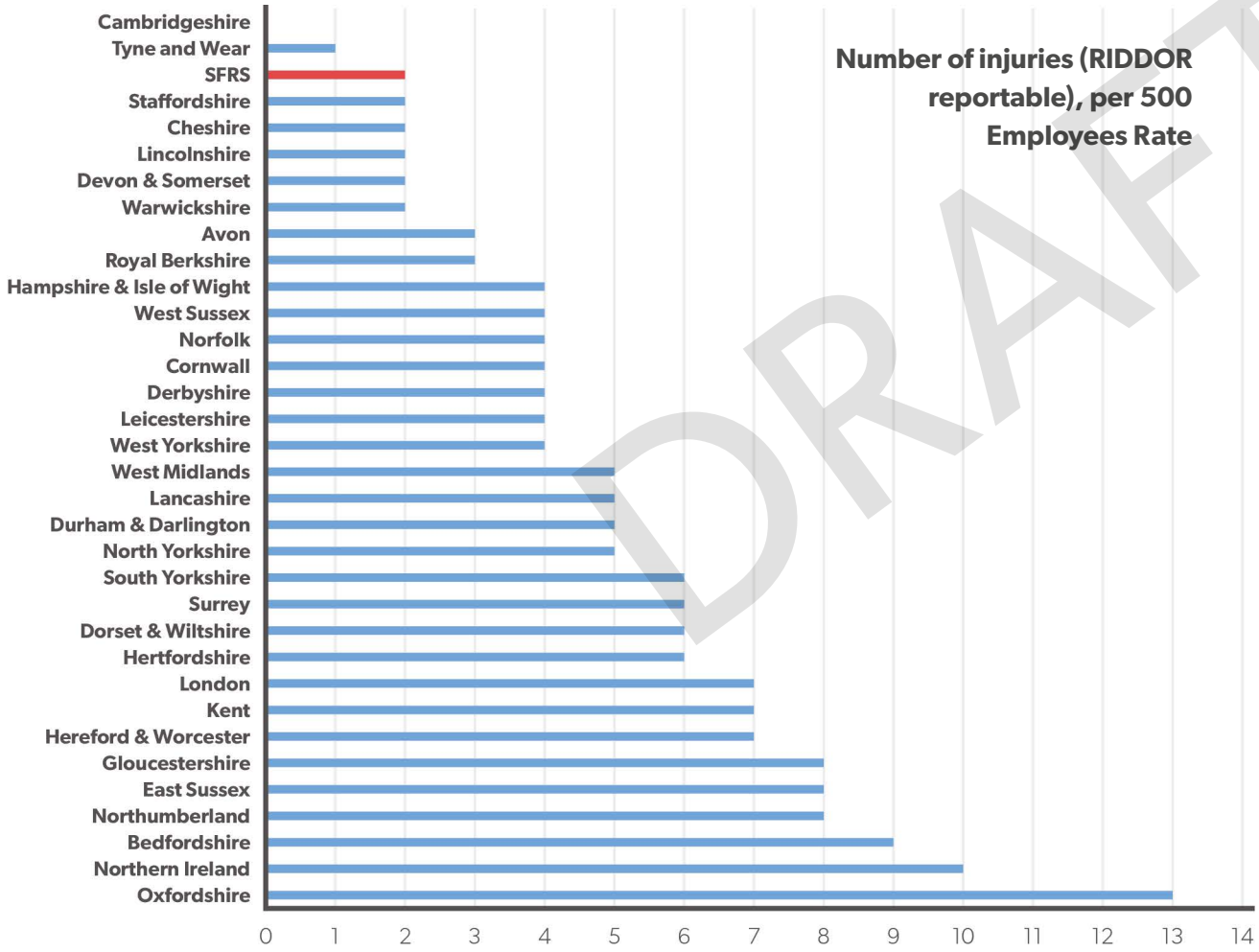
Injury and RIDDOR

SFRS continued to demonstrate a strong commitment to health and safety, maintaining a notably low injury rate of 10 incidents per 500 employees. At 2 per 500 employees, the Service demonstrates comparatively low RIDDOR reportable incident rates.

These results highlight the effectiveness of SFRS's proactive approach to risk management, the strength of its safety culture, and the ongoing commitment of employees across the organisation to maintaining a safe working environment.

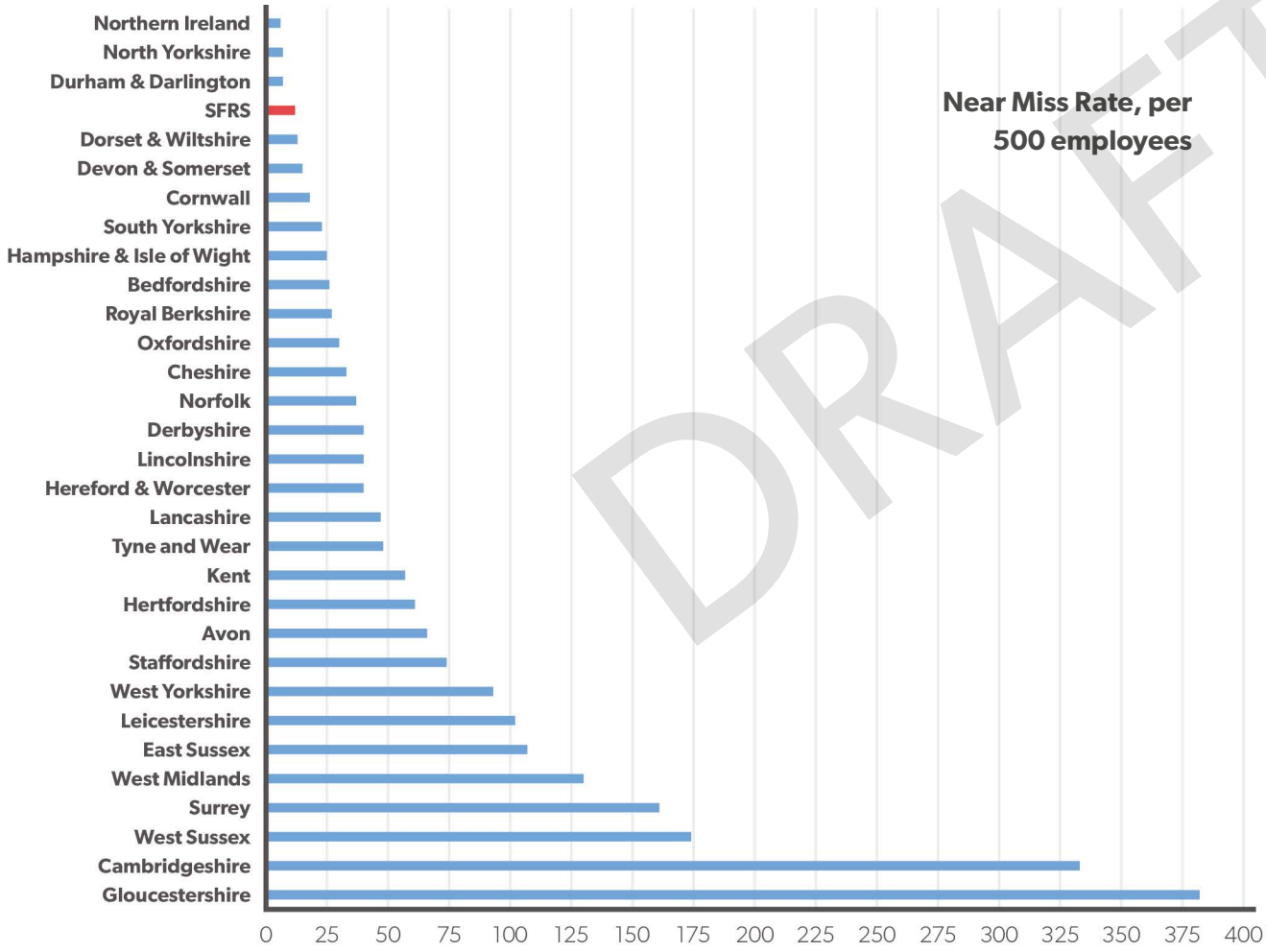
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Benchmarking UK FRS



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Benchmarking UK FRS



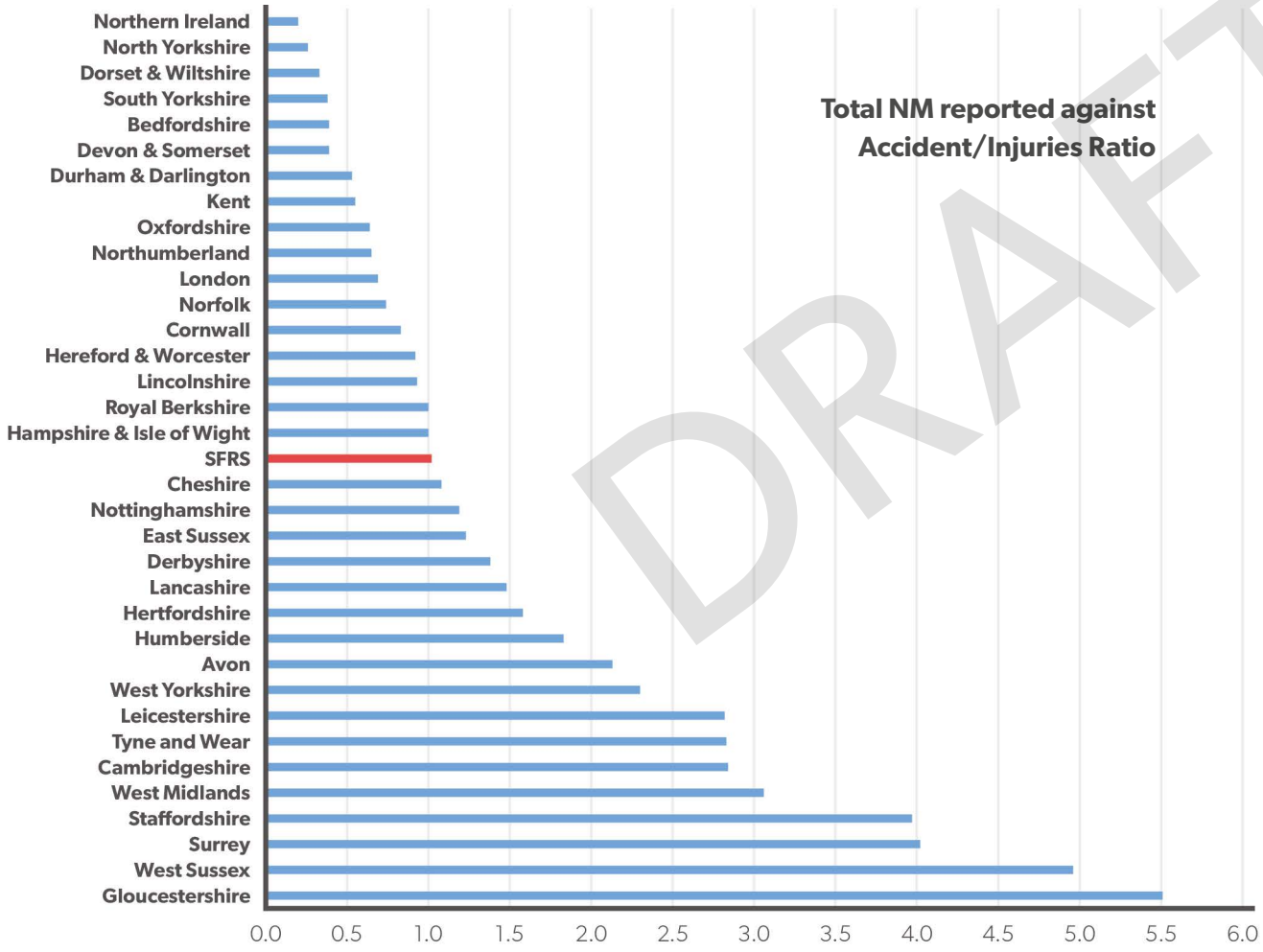
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Near Miss

SFRS report a rate of 12 near misses reported per 500 employees, placing it in the lower half of the comparison across UK FRS. The low number of reported near misses may indicate that such events are not being consistently identified or reported. By comparison, other FRSs record significantly higher levels of near miss reporting, which may reflect greater awareness of reporting expectations and stronger engagement with reporting systems.

This presented an opportunity for SFRS to further develop its reporting culture, promote the value of near miss reporting, and make better use of the information gathered to support learning, risk reduction, and future safety improvements.

Benchmarking UK FRS



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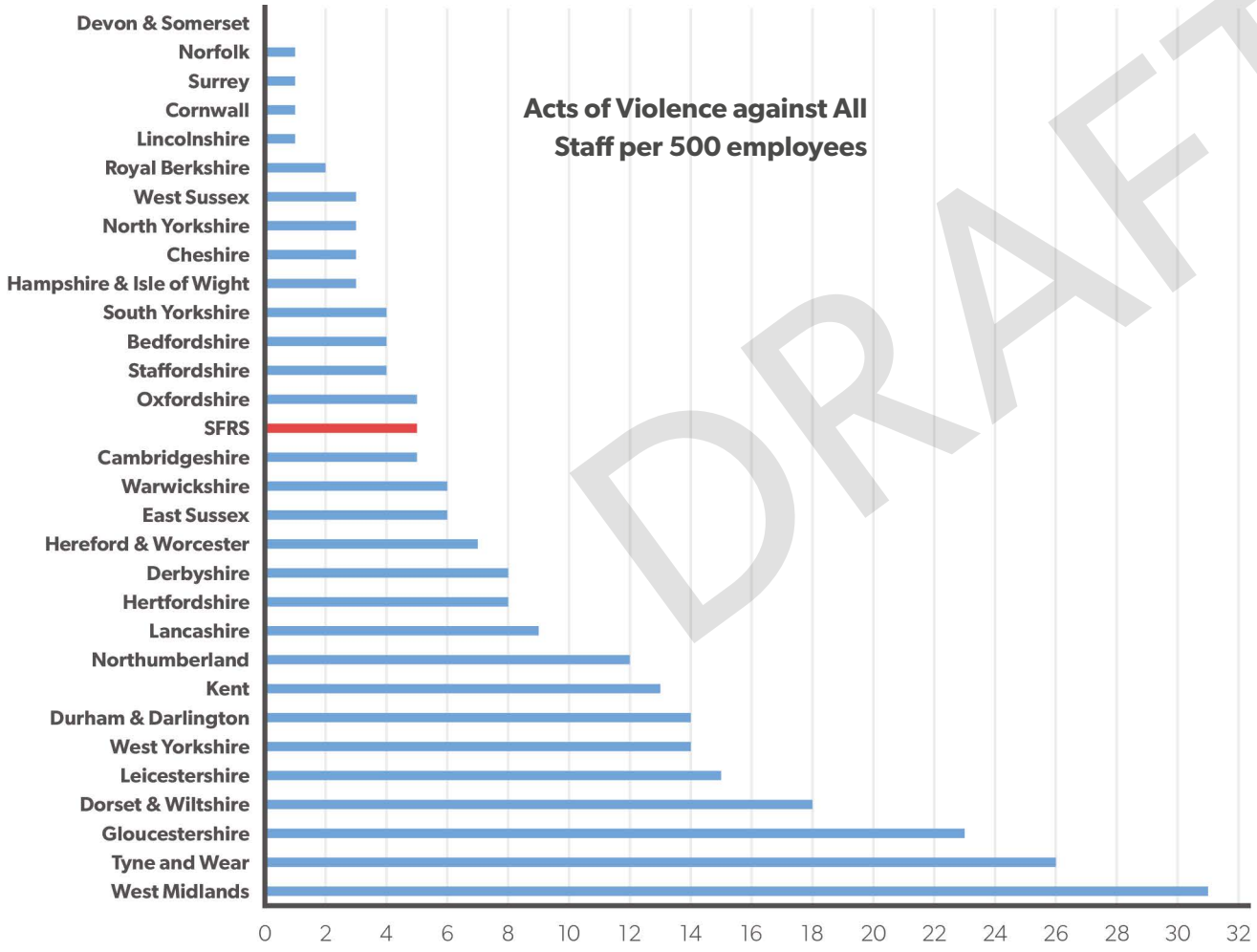
Near Miss against Accident/ Injury Ratios

The Near Miss to Accident/Injury ratio is calculated by comparing the number of reported Near Miss events against recorded accidents and injuries.

For the reporting period, SFRS achieved a ratio of 1.02, indicating that, on average, just over one Near Miss is reported for every accident or injury recorded. This represents a marginal improvement from the previous reporting period (0.96), demonstrating continued progress in Near Miss reporting and a strengthening reporting culture. While this indicates that reporting is aligned with incident occurrence, benchmarking against top performing UK FRSs highlights further opportunity to enhance reporting levels.

Increasing Near Miss reporting remained essential to enhance preventative controls, support early intervention and maximise organisational learning. SFRS continued to promote Near Miss reporting and engaged with exemplar FRS to identify and implement improvements to reporting practices and overall safety culture.

Benchmarking UK FRS



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Acts of Violence

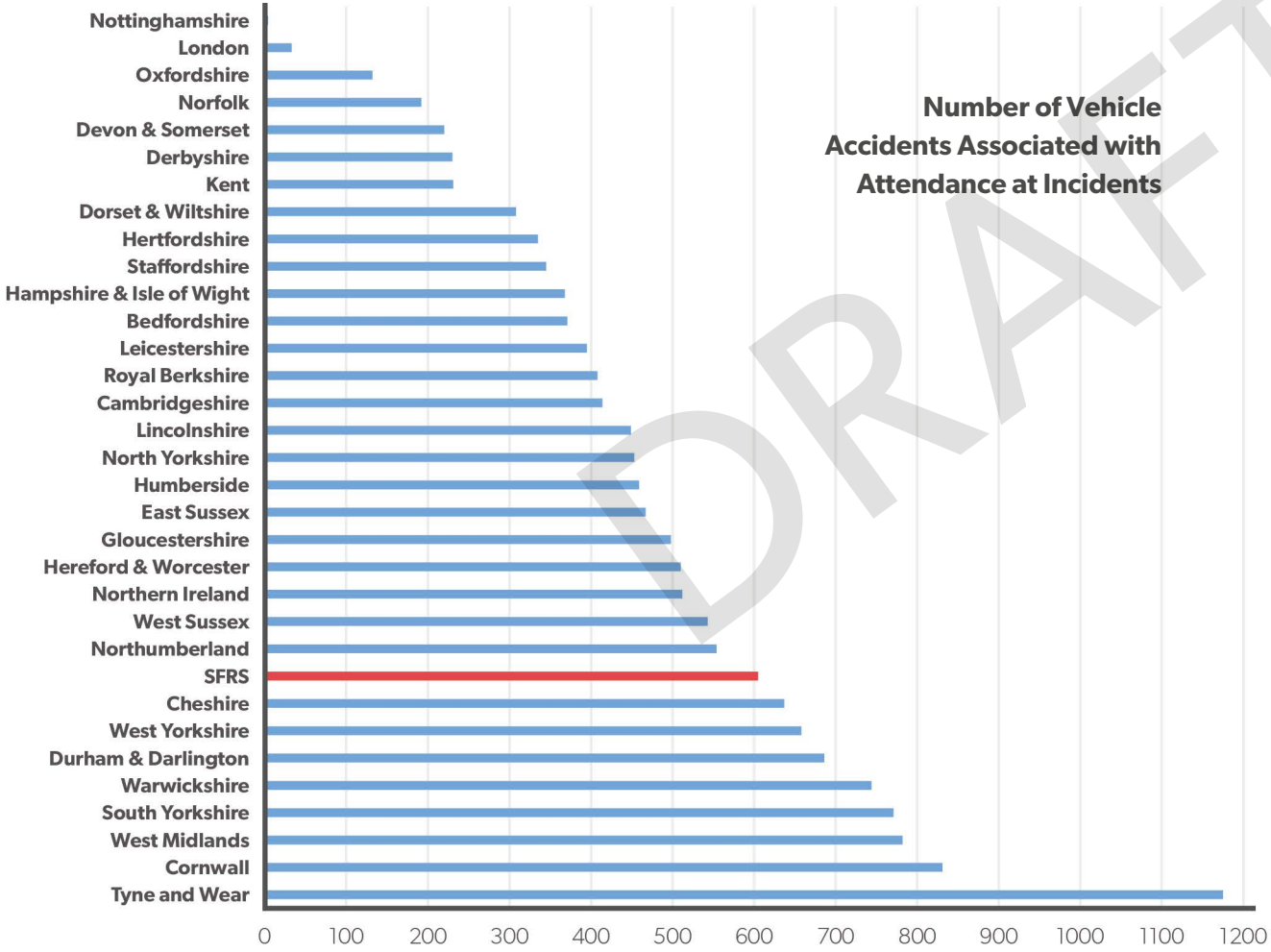
SFRS reports 5 acts of violence (AOV) per 500 employees, placing the Service within the mid-range when benchmarked against UK FRSs. While this rate remains significantly lower than that recorded in higher-risk regions, it confirms that exposure to violence continues to present an operational risk to staff.

The rate remained stable over the reporting period, indicating consistent reporting and ongoing exposure levels. This position highlights the importance of maintaining robust preventative and protective measures, alongside continued monitoring to identify emerging trends or hotspots.

The Service remained committed to protecting its workforce through targeted prevention initiatives, effective risk assessment, and partnership working. Continued emphasis on reporting, organisational learning, and proactive interventions will be essential to further reduce the likelihood of violence-related incidents and ensure a safe working environment for all staff.

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

Benchmarking UK FRS



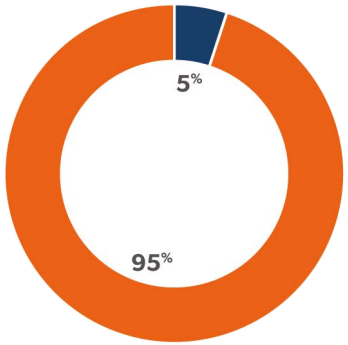
Vehicle Accidents associated with Attendance at Incidents

SFRS reports 1 vehicle accident in every 605 operational incidents, placing SFRS in the lower end of the incident rate.

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

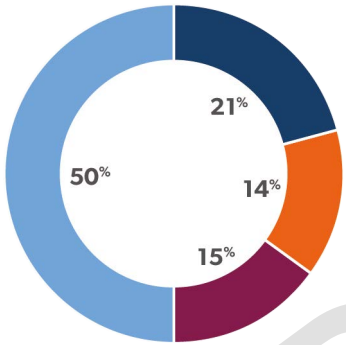
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Safety and Assurance Indicators 2025/26



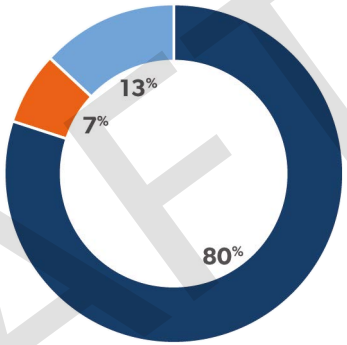
Total Event Investigation
672 Events in Total-TASS

- Ongoing
- Live



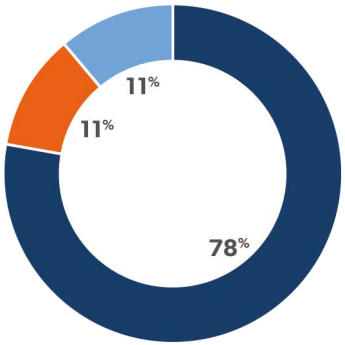
Scheduled Management Arrangement Updates: 14 in Total

- In Governance
- Re-prioritised
- In Development
- Complete



Safe System of Work by Percentage

- Published
- Expired
- In Development

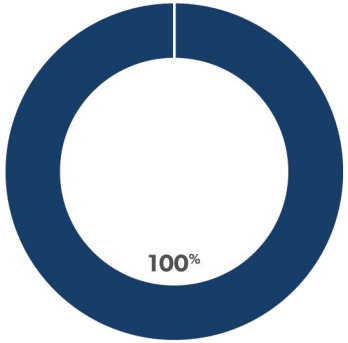


GRA Register Status

- Live
- Under Review
- In Development

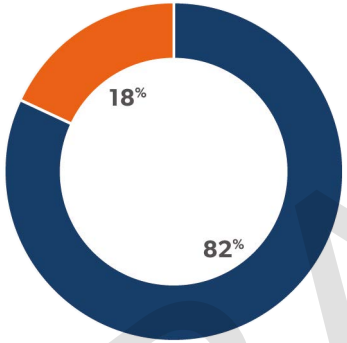
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Safety and Assurance Indicators 2025/26



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

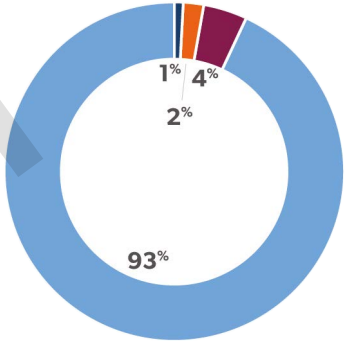
Live



Manual Handling by Percentage

Live

In Development



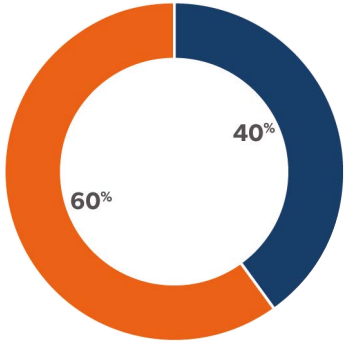
DSE Assessments

Rejected/No LCMS

With Manager

With User

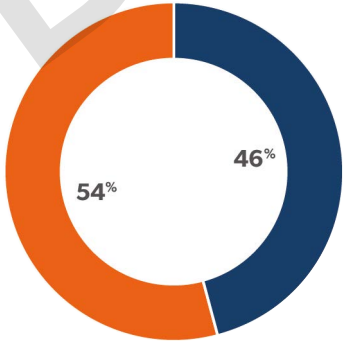
Complete



PUWER Equipment

Live

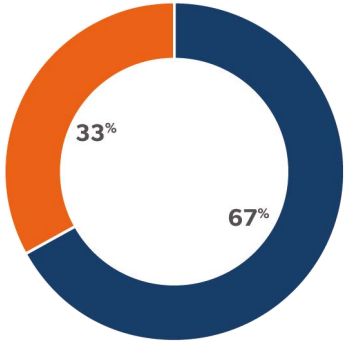
In Development



PUWER Vehicles

Live

In Development



Personal Protective Equipment (PPE) Assessment by Percentage

Live

In Development

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3. Compliance

SFRS Publications; Legislative Compliance; Contaminants; Driver Safety Group; Fire Contaminants; and CivTech

Read on

Skip to next section

SFRS Publications

SFRS Three Year Delivery Plan

Reference: SC3

Action:

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.

Update:

Approval has been secured for a revised Training Assurance structure, ensuring appropriate resourcing. Defined roles within our Organisational Learning Management Arrangement provide a consistent framework for capturing and acting on learning, supporting continuous improvement and safer outcomes.

Reference: SC4

Action:

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.

Update:

Approval has been given for commencement of CivTech Challenge 10.2 'How can technology identify and measure firefighter exposure to contaminants across a wide range of incidents? The pre-commercial phase is ongoing.

Reference: SC7

Action:

By reviewing our Health & Wellbeing (HW) approach, we will nurture a safety culture that reflects best practice, ensures compliance and improves the mental and physical wellbeing of our people.

Update:

All HW protocols were reviewed, with a structured approach developed to support a compliant plan. HW was approved as a permanent function within Safety and Assurance, now forming Health, Safety, Wellbeing and Assurance. A recruitment plan has been initiated to fill the new roles required to support the new structure.

DRAFT

SFRS Publications

SA Strategy 2022/26 – Year 4

ACTION: SFRS HSMS meets the full requirements of ISO 45001

UPDATE: Safety and Assurance continued to align its systems and processes with the requirements of ISO 45001. A review of the Safety and Assurance Management System has been completed, demonstrating effective support arrangements alongside the identification of opportunities for further enhancement.

SA remained committed to continuous improvement and actions identified continue to be embedded within the SA Strategy Action Plan. The audit and assurance remit continuec to be enhanced to further strengthen the management system and sustain alignment with ISO 45001 requirements.



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Legislative Compliance

Statutory Enforcement

Health and Safety Executive Enforcement / Notices

No actions or improvements reported.

His Majesty's Fire Service Inspectorate

1 new action plan remains ongoing.

Other, i.e. Local Authority

No enforcement actions reported to SA.



An HMFSI Inspection was conducted in 2025 into 'Inspection of Operational Assurance in the Scottish Fire and Rescue Service'.

Following the publication of the inspection report, Operational Assurance developed an action plan to address the 9 recommendations that were identified 'For Action' and the 'Areas for Consideration'. Significant progress has been made against these actions.

An example of the progress that has been made is the development of the Assurance Audit Management Arrangement which replaces the GIN Station and Thematic Audits and now encompasses Operations Control in addition to improved scoring mechanisms and improved guidance to promote a more consistent approach to station and control room audits.

Operations Control was embedded within the Assurance Team providing greater oversight and understanding of the Operations Control environment and challenges and resulting in a more rounded approach when identifying areas of good practice and for improvement.

The Assurance Team introduced a specific focus on Training Assurance, including reviewing and progressing actions arising from training event debriefs. The Assurance Team continued to work alongside colleagues from NFCC to measure progress against other FRS and identify further areas for improvement.

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Legislative Compliance

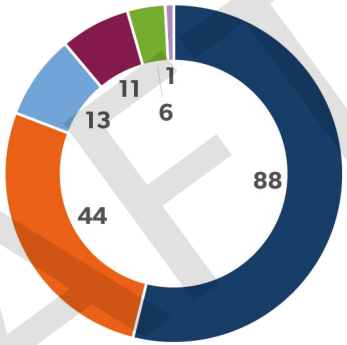
Guidance Review Register

Between 2025–26, 163 guidance updates were reviewed; 69% from HSE and 31% from other sources. 54% of entries needed no further action. There was a 9% rise from the previous year. 7% required policy or training updates. This shows that the policies align with legal requirements and best practices.

Two new categories were added to the tracker: Continuous Professional Development (CPD) and Research and Development (R&D). The tracker shows a stronger focus on health, wellbeing, and psychosocial risks. This is reflective of the Health and Safety Executive (HSE) priorities. The Mental Health and Wellbeing Group supports through its workstreams.

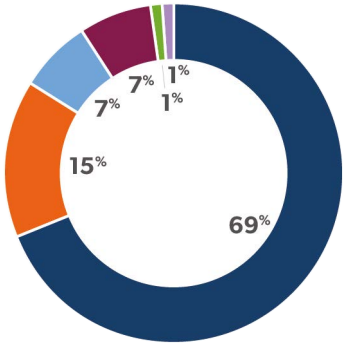
The Guidance Tracker provided assurance that SFRS met its legal obligations and remained responsive to emerging risks.

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Review Outcome

- No Further Action
- BP Informed
- Shared for Info
- Research & Development
- Minor
- Escalation



% Guidance Review by Source

- Health & Safety Executive
- Sector Specific
- IOSH Updates
- SHP/Barbour Updates
- HS Publications
- Legal Services

Driver Safety Group (DSG)

The DSG monitors and analyses reported vehicle accidents to identify trends and, where applicable, to agree and implement additional control measures to prevent recurrence. The group has cross service representation and receives regular updates from all Directorates including Service Delivery Areas (SDA), Driver Training, Operations, and Fleet.

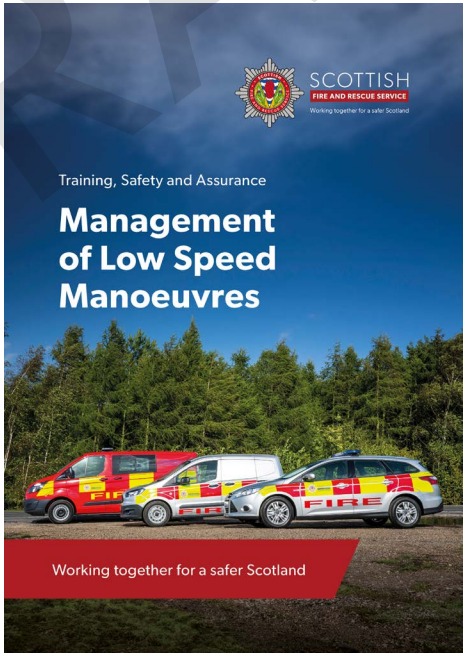
The Fleet department continues to provide updates on new vehicle specifications and legislative changes to ensure that SFRS remains legally compliant.

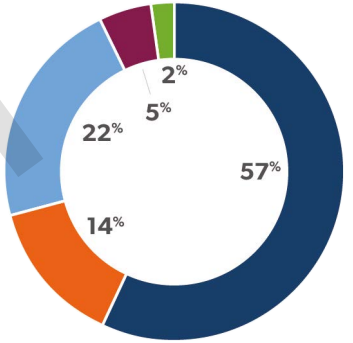
2024/2025 has seen the roll out of new all terrain vehicles (ATVs) and the DSG has been kept appraised of the progress of the roll out and related training.

Through consultation with our staff and representative bodies the DSG developed a Low-Speed Manoeuvre (LSM) Booklet which will be published in Q1 of 2025/2026 while the SDA's have sourced and provided equipment for on-station LSM training.

The following Safe Systems of Work have also been published:

- SSOW 239 Mobilising to Incidents and Responding to Pager
- SSOW 265 Entering and Exiting a Vehicle





Vehicle Speeds

- Slow Speed
- Normal Road Speed
- Emergency Response Driving
- Other
- Stationary

Types of Low-Speed Manoeuvres

- **Turning:** This includes reversing around a corner, a U-turn, a three-point turn and manoeuvring in tight spaces such as multi-storey car parks.
- **Parking:** This includes angle parking, bay parking and parallel parking.
- **Reversing:** This includes reversing in a straight line and around a corner, plus any reversing you do when parking or repositioning your vehicle.
- **Going Forward:** This includes driving forward and manoeuvring including with driving assistants.

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Fire Contaminants

During 2025/26, Safety and Assurance continued to lead the Contaminants Group and its Sub-Group, progressing work to reduce the risk of injury and ill health associated with fire contaminants exposure across SFRS.

Tasks focused on implementing the Fire Contaminants Management Arrangement and associated procedures, guidance and risk controls. This included engaging with operational personnel and stakeholders to share good practice, the monitoring of compliance and the reviewing risk assessments, safe systems of work and station zoning arrangements to ensure they remain effective and aligned with operational learning and emerging best practice.

Significant progress was made in strengthening contamination control and decontamination arrangements. A safe system of work for Breathing Apparatus (BA) washers was developed, and compliance with fire contaminants procedures was formally embedded within the OA07A Operational Assurance Officer Action Checklist.

Investing PPE resilience with 2,200 sets of reserve PPE located across 36 designated reserve stock hubs. A PPE and laundry recording system was implemented for managing cleaning and maintenance of PPE.

Additionally, SFRS purchased PPE airing racks and secure cages and 353 'Contaminated PPE' external storage units, at SFRS premises. The National Training Centres were supplied with a cleaning machine and drying cabinet for SCBA. These are engineered for the cleaning, disinfecting and drying of BA face pieces.

Firefighters may be exposed to combustion products during the course of their duties. 1,000 shampoo and bodywash units were installed in fire station showers.

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.



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CivTech

Overview

SFRS continued to work with the Scottish Government's CivTech Programme.

CivTech's challenge-led approach supports organisations to define a problem rather than prescribe a solution, enabling specialist partners to work collaboratively with challenge sponsors to design, test and refine new approaches. The programme provides a structured route from early concept through accelerator support to pre-commercialisation, with the aim of producing solutions that are both operationally effective and commercially viable.

Within CivTech Round 10, SFRS sponsored two challenges focused on improving firefighter safety, operational effectiveness and long-term wellbeing.

- 10.1 – How can technology be used to improve situational awareness for emergency responders before, during and after a wide range of incidents?
- 10.2 – How can technology identify and measure firefighter exposure to contaminants across a wide range of incidents?

These challenges address areas of growing operational importance where technology has the potential to strengthen decision-making, improve understanding of risk and support the development of practical solutions that could also benefit the wider fire and rescue sector.

Following the challenge and accelerator phases, both projects progressed to pre-commercial development, with funding in place to support the further design and testing of viable products. This stage allowed SFRS to continue working closely with delivery partners to ensure solutions are shaped around operational need, informed by user feedback and capable of being developed into sustainable products. Through this work, SFRS is not only seeking to address immediate organisational challenges, but also to contribute to innovation that has potential value across the wider emergency services and public safety landscape.

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CivTech

Progress of the CivTech Challenges

10.1 Situational Awareness

SFRS worked with Rowden Technologies to develop a commercially viable product to improve situational awareness for emergency responders before, during and after incidents. The challenge focused on addressing the limited availability of accurate real-time information on incident ground conditions, risk, resources and developing events, with the aim of improving firefighter safety, strengthening incident commander decision-making and supporting more effective operational co-ordination. The proposed solution combined Rowden's digital platform capability with a tablet and phone-based interface that supports dynamic risk assessment and incident management, helping to create a shared operational picture across crews, sector commanders and control room colleagues.

The solution was intended to provide a more consistent and timely flow of information across devices, allowing those at the scene and those supporting remotely to access the same up-to-date view of an incident. This has great benefit during complex or fast-moving incidents where co-ordination, communication and resource deployment are critical. Rowden has worked closely with SFRS colleagues throughout development, including engagement with Operations, Operations Control, Incident Command and digital and technology teams, alongside pilot user workshops to test concepts and incorporate feedback. This collaborative approach is helping to refine the product so that it is shaped around operational need and can integrate effectively with existing ways of working. The product was scheduled for completion by July 2026.

10.2 Contaminants

SFRS entered a joint venture with Firehaz Research Ltd, led by Professor Anna Stec, to develop an innovative, data-driven solution to identify, assess and reduce firefighter exposure to contaminants across a wide range of incidents. The challenge reflected recent evidence on the long-term health risks associated with exposure to fire effluents, including cancer and other occupational diseases. It also supported the work of the SFRS Contaminants Working Group to strengthen understanding, monitoring and prevention. The proposed solution brought together physiological monitoring, environmental sensing and biological testing to build a clearer picture of both immediate and cumulative exposure.

The solution employed physiological monitoring sensors, vests, gas sensors and mobile devices to support testing and validation, for real-time air quality monitoring, and lateral flow test kits to detect markers linked to exposure to hazardous substances.

A pilot was conducted at Cambuslang National Training Centre. Data and learning has contributed to the development of an exposure tracker application that supports the secure collation of data, with the longer-term aim of establishing a commercially viable product that can improve firefighter safety, health and wellbeing. Progress continued to develop a viable solution over the next 12-16 months.

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4. Improvement

Key Achievements and Improvements; Continual Improvement; and Looking Ahead

Read on

Skip to next section

Key Achievements and Improvements

Training, Safety and Assurance (TSA)

- **Respiratory Infection Prevention:** COVID-19-specific documentation, such as task cards, workplace risk assessments and Safe System of Work (SSOW), were withdrawn or consolidated.
- **Hydrant Maintenance Health and Safety Handbook:** A working group established the safety and compliance standards for SFRS personnel undertaking hydrant maintenance activities. It ensures that all such activities are conducted safely and efficiently, in accordance with statutory requirements and SFRS policy.
- **SFRS Stress Management Generic Risk Assessment (GRA):** A new GRA was developed based upon HSE stress management standards, to highlight and signpost staff to the extensive range of control measures SFRS has in place to foster a culture of psychological safety and support.
- The revised Training Centre Audit Form (TA02) has created a more consistent and structured audit process, improving assurance, risk identification, and organisational learning.
- Helicopter safety training was delivered to 10 Flexi Duty Officers (FDOs) in Inverness, enhancing safety during helicopter-supported operations such as wildfire response.
- New Wildfire Operations e-learning and GRA modules, including working in darkness, were developed to support national wildfire strategies and preparedness.
- Detection, Identification and Monitoring (DIM) CPD events were delivered across four locations, refreshing hazardous materials response skills with support from Glasgow Scientific Services.
- A pilot First Response Emergency Care (FREC) programme was launched with the Scottish Ambulance Service to improve clinical skills, governance, and interoperability.
- Joint working with the Scottish Ambulance Service and medical partners supported publication of new extrication guidance, improving casualty care at road traffic collisions.
- The BA Recovery Programme significantly increased operational competence, with BA, CFBT, and Tactical Ventilation refresher completion rates rising to over 90%.

TSA Accident Summary	
Types of Events:	**Top 3 causations:**
• Accident (28) • NM (10) • VA (8)	1. Slips, Trips and Falls 2. Temperature 3. Manual Handling

- The Tactical Firefighting programme was launched, strengthening thermal imaging camera use and firefighting knowledge across operational crews.
- Investment in water mapping rigs enhanced practical firefighting training, with three installations completed and five more planned across mainland sites.
- Safe Working at Height (SWAH) Tier 1 and 2 training, alongside new equipment rollout, improved operational readiness and standardised capability across the Service. A new USAR Collapsed Structure Simulator at the National Training Centre expanded rescue training opportunities and strengthened firefighter preparedness.
- Significant investment in specialist training, facilities, and technology – including large animal rescue, fire investigation, HAZMAT, driver training, and Workforce Pro – enhanced operational capability, safety, and workforce development across the Service.

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Key Achievements and Improvements

Training, Safety and Assurance (TSA) – Safety and Assurance

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Policy and Objectives:

- Management Arrangements (MAs) continued their 5-year review cycle and simplification into a more user-friendly format. This year, the Occupational Road, Risk, Safe Use of Lift Trucks and working at Height were updated, and Operational Assurance General Information Notes commenced conversion into MAs with the During Incident Operational Assurance MA.
- Working at Height risk assessment withdrawn and linked into GRA and existing emergency rescue plans, Safe Use of Lifts Truck MA updated and simplified, additional guidance and training content added

Safety Risk Management

- Premises Contaminants Zoning was implemented, to assist managing fire-contaminants and reduce potential exposure for premises occupants.
- Unscheduled cleaning SSOW and personal Hygiene posters for hand washing and general hygiene published
- Worked closely with the Prevention Directorate to enhance existing hazards and controls captured in their health and safety handbook, chip pan demonstration GRA and SSOW, youth engagement activities, community engagement, and enforcement action updates for the Museum of Scottish Fire Heritage.
- Developed the Communication and Engagement on the Incident Ground GRA and supporting SSOW for the Communications Team
- Published Hydrants health and safety handbook, enhancing SSOW and updating the supporting GRA
- Supported the implementation of Risk and Technical Assessments and SSoW including;
- Training Fire Ground Technicians (implemented)

Training and Communication

- 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.
- Published staff awareness articles for stress awareness month (April) MSK Month (Aug), articles for DSE and manual handling, and Cancer awareness



Key Achievements and Improvements

Wellbeing

Over 239 Wellbeing Champions in SFRS to support colleagues.

- The 2026 Wellbeing Calendar was aligned to service priorities following evaluation.
- The Mental Health and Wellbeing Group was reinvigorated, and a permanent structural change strengthened the wellbeing framework, reinforcing long-term commitment.
- An action plan addressing the HMFSI Mental and Wellbeing Support Report was established, with progress tracking.
- Benchmarking across UK fire services continued, supporting shared learning on women's health and menopause.
- Wellbeing Champions increased by 20.1% to over 239, expanding peer support across SFRS. Wellbeing was promoted through events and roadshows, including the Women in the Service Event and sessions on mental health, contaminants, and musculoskeletal injury prevention.
- Employee Assistance Programme engagement increased, with providers supporting workshops and roadshows. Targeted roadshows in Thurso and Inverness reached on-call staff and those on sickness absence.
- The Post Incident Support Procedure policy was updated to include self-referrals, with process improvements and a new guidance video developed with Rivers to support staff.



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Key Achievements and Improvements

Wellbeing cont.



SFRS continued to support the Endometriosis Friendly Employer scheme.

SFRS Endometriosis Champions increased awareness through training, communications, and sharing lived experiences.



SFRS hosted an annual Santa Dash and Family Day at the National Headquarters, Cambuslang in aid of The Fire Fighters Charity. The event raised over £3,500.



Mickeysline is an Inverness-based charity bringing mental health and suicide prevention services to remote communities. SFRS personnel attended the wellbeing promotion in Thurso. The event supported both physical and mental wellbeing through collaboration with local wellbeing partners, delivering a programme of sessions with strong colleague engagement.

It successfully reached on-call personnel and maintained contact with colleagues on sickness absence, supporting return-to-work outcomes. This generated positive participant feedback.

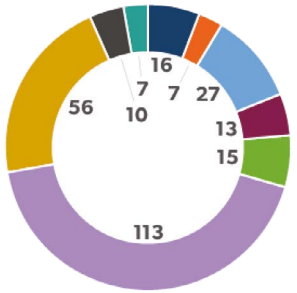
Key Achievements and Improvements

Operations

- Introduced Management of Water and Flood Incidents (MWFI) Tactical Advisors, strengthening specialist support for Incident Commanders during water-related emergencies.
- Established Marine Tactical Advisors, enhancing operational resilience and improving response to maritime incidents and emerging risks.
- Improved national resilience by expanding specialist advisory capabilities across key operational risk areas.
- Reduced significant operational risk through structured debriefs, reviews, and improvement actions.
- Increased Mass Decontamination capability availability from approximately 57% to 100%, significantly enhancing operational readiness.
- Promoted long-term firefighter health protection by establishing baseline compliance requirements in contamination management.
- Expanded oxygen therapy capability for operational crews, strengthening emergency medical response at incidents.
- Improved operational consistency and service delivery through stronger national and local collaboration.
- Worked with DaTS and equipment suppliers to develop a roadmap for upgrading digital radio systems across the Service.
- Introduced a new Animal Rescue Response capability as part of the Document Control Project broadening operational response options.
- Introduced a Scottish Equipment Governance Meeting between Operations and Assets to address operational equipment issues proactively.
- Developed and embedded a Wildfire Night Operations Checklist within LCMS training, improving safety and preparedness during complex wildfire incidents.
- Maintained high standards across ERRI through LSM training, strong audit outcomes, and a target for all events to be completed within seven days.

Operations Accident Summary

Types of Events:	Most Common Causations:
• Accident (5) • NM (3) • AoV (2)	1. Impact (Stationary Object) 2. Slips, Trips and Falls 3. Temperature



Operations Improvements

- General Info Note
- Awareness Briefings
- Operational Procedures
- Service Delivery Alerts
- Vehicle Info Card
- Urgent Instructions
- Standard Operating Procedure
- Equipment Info Cards
- Doc Conversion Project

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Key Achievements and Improvements

Service Delivery Areas - North

Contaminant Control Measures

- Strategic decontamination support was introduced for remote stations, including post-fire kits and decontamination equipment at designated locations.
- Additional locker storage was installed to separate PPE from personal items, supporting compliance with welfare and contaminant standards.
- A dedicated Multi-Purpose Vehicle was also secured to transport personnel to carbonaceous training sites, reducing the risk of cross-contamination.
- Showers were installed at two remote island locations, improving access to decontamination facilities and reducing travel barriers for personnel.

Low Speed Manoeuvre (LSM) Vehicle Accidents

- The Low-Speed Manoeuvre booklet was communicated to all operational staff and reinforced through face-to-face management briefings.
- Driver training kits, including cones and poles, were distributed to selected stations to support practical manoeuvring exercises. The combination of enhanced communication and hands-on training contributed to a significant reduction in LSM vehicle incidents.

Hazard / Near Miss Reporting

- A communication campaign was delivered through emails, manager briefings, and station-based guidance posters to emphasise the importance of hazard and near miss reporting. The initiative highlighted how early reporting helps prevent incidents, protect personnel, and maintain operational readiness.
- Increased awareness of reporting responsibilities and consequences of non-reporting improved confidence and consistency across the North. This resulted in a significant increase in hazard and near miss reporting, supporting a stronger proactive safety culture.

North Accident Summary	
Types of Events:	**Most Common Causations:**
• VA (51) • NM (46) • Accident (33)	1. Impact (Moving Objects) 2. Falls from Height 3. Manual Handling

4x4 Flexi Duty Officer (FDO) Vehicles

- Two additional 4x4 Flexi Duty Officer vehicles were introduced, and the fleet was strategically redistributed to improve resilience in remote and high-risk areas. Vehicle locations were selected based on risk, geography, and accessibility challenges.
- The initiative provided Flexi Duty Officers (FDOs) with quicker access to suitable vehicles during severe weather events, improving safety and response capability. This strengthened operational resilience across the North and reduced travel-related risks during adverse conditions.

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Key Achievements and Improvements

Service Delivery Areas - East

- All premises engaged with the Premises Compliance Process and will continue to engage with Property to manage the outputs.
- Fire Contaminant Zoning was fully implemented at all stations, supporting improved firefighter health and safety. Contaminant Risk Assessments are complete, with SOPs embedded through staff engagement and training.
- The Breathing Apparatus Support Unit (BASU) pilot in MELSB delivered significant operational benefits by reducing road risk and unnecessary journeys, linked to breathing apparatus cylinder replenishment.
- Site-specific risk assessments continued to be developed improving risk awareness, and local training.
- Targeted testing and exercising of digital fireground communications was undertaken across CFS to evaluate performance of digital fireground radios within BA environments. Findings informed recent software updates and system improvements, strengthening reliability of fireground communications, improving situational awareness and contributed to enhanced firefighter safety on the incident ground.
- SSOW-275 document 'Coupling & Uncoupling Trailers' and the Electric Information Card (EIC) for trailers were reviewed and updated, following TASS event. This learning was cascaded nationally with further recommendations being progressed through the SAIG.
- Review of National Ariel Ladder Platform jacking processes following a TASS Event.
- A 12-month trial of an Ultra High-Pressure Lance capability was approved in CoE, aiming to improve firefighter safety in hazardous structures and enhance Electric Vehicle (EV) fire response capability.
- Reallocating the BA van and reserve PPE to Bathgate improved appliance availability, reduced costs and emissions, and enhanced BA servicing support.

East Accident Summary	
Types of Events:	**Most Common Causations:**
• NM (67) • VA (66) • Accident (44)	1. Manual Handling 2. Slips, Trips and Falls 3. Sharp Object(s)

- Ongoing development sessions and engagement with staff were undertaken across the EAST SDA, with the aim of improving TASS Investigations and strengthening our overall Safety culture.

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Key Achievements and Improvements

Service Delivery Areas - West

- Structured debriefs following the Lochgilphead and River Leven incidents improved learning, information sharing and multi-agency collaboration.
- BA emergency procedures and Close Personal Contact training were proactively delivered before formal investigation outcomes, accelerating the adoption of key safety lessons.
- Presentations covered BA emergency procedures, fire behaviour, media and compartment fires, and carbon monoxide incidents to enhance firefighter safety.
- TASS and appraisal sessions focused on reducing low-speed manoeuvre vehicle incidents while improving hazard awareness and reporting standards.
- A fire risk linked to deliberate tampering with school laptops was identified, with partnership working enabling preventative action and supporting future learning.
- Comprehensive thematic audits across wholetime, on-call and volunteer stations promoted consistency, compliance and continuous improvement in health and safety standards.
- A service-wide issue with ageing throwlines was identified and escalated, resulting in the replacement of outdated equipment across the Service and reducing operational risk.
- Several operational safety issues were escalated through West SAIG, including appliance fend-off positioning, dashcam compliance, dashcam data retrieval processes and contaminant cage security.
- Contaminant zoning and decontamination procedures was supported through participation in the CivTech FireHaz contaminants research project.
- Lifelines wellbeing training was rolled out, with personnel trained as wellbeing champions to provide routine and emergency welfare support following traumatic incidents.
- Assurance, training and learning programmes were delivered, including audits, multi-pump incident exercises, EV fire training with Volvo, and regular Safety & Assurance reports to share lessons learned.

West Accident Summary	
Types of Events:	**Most Common Causations:**
• VA (99) • NM (57) • Accident (39)	1. Impact (Moving Objects) 2. Manual Handling 3. Temperature

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Key Achievements and Improvements

Financial and Contractual Services (FCS)

Finance and DaTS

- Finance and DaTS have maintained strong engagement with Safety & Assurance through regular participation in SAIG meetings. Health and Safety continues to be embedded within governance arrangements. It remains a standing item at all management team meetings.
- Progress has been effectively managed through the Health & Safety Improvement Plan (HSIP), which is used to track actions and support informed decision-making. All HSIP actions have now been fully completed across both functions. In addition, the Line Manager Health & Safety Responsibilities presentation was delivered to DaTS Management to reinforce roles and expectations.
- Managers have continued to support remote staff through regular MS Teams contact, maintaining a clear focus on health, safety, and wellbeing. The Office Handbook provides guidance and safe remote working information.
- This approach contributed to the achievement of the Gold Award for Support Review Risk Assessments as part of the Quarter 1 Improvement Plan.
- Compliance with mandatory training requirements continued to be evidenced through LCMS (Workforce Pro) and PDRPro.

FCS Accident Summary	
Types of Events:	**Most Common Causations:**
• Accident (7) • VA (5) • NM (1)	1. Impact (Stationary object) 2. Impact (Moving object) 3. Manual Handling

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Key Achievements and Improvements

Financial and Contractual Services (FCS)

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Property Enhancements

- Maintained oversight of the RAAC remediation and replacement programme, including new build developments, site acquisitions, remediation works, and station improvement projects.
- Progressed key training infrastructure projects, including CFBT facility enhancements, smoke capture installation, new water mapping training rigs, and welfare improvements across training premises.

Fleet

- Completed the build and rollout of 30 Scania 18-tonne Rescue Pumps, fully equipped with operational tools, equipment, and upgraded ESN radio systems.
- Purchased 15 additional Scania 18-tonne chassis to support the next appliance build programme in 2026–27.
- Completed the second batch of 12 Lightweight Pumping Appliances, including full equipment fit-out and installation of new radio systems.
- Delivered four Technical Rope Rescue Units and commissioned four Wildfire Support Units, enhancing specialist operational capabilities.
- Purchased and deployed two Management Team cars, nine Multi-Role 4x4 vehicles, and two standard 4x4 pick-ups to strengthen fleet resilience.
- Procured 20 Ford Ranger 4x4 vehicles for future conversion into Multi-Role and standard operational support vehicles.
- Purchased 16 Mercedes vans to replace ageing Stores and Workshop vehicles and improve fleet reliability.
- Invested in six Multi-Role Crew Vehicles and a new Welfare Unit base vehicle to enhance crew welfare and support during prolonged incidents.
- Added an electric Hydrant Support Van and an electric training minibus, supporting both fleet renewal and net-zero ambitions.
- Expanded and modernised the fleet with accessible support vehicles, 39 Kia e-Niro electric cars, and 19 electric vans to reduce emissions and improve operational support.

Health & Safety Management

- Reviewed Safe Systems of Work
- Development of Equipment / Vehicle PUWER Assessments.

Governance & Strategic Planning

- Strategic Asset Management Plans in place for Fleet, Equipment, Property and Training.
- Local Asset Management Plan for Shetland prepared.
- 10-year risk-based capital investment plan aligned with condition, suitability and operational need.

Equipment Improvements

- Completed the tier 1 and 2 SWAH standardisation.
- Introduced new TIC's to front line appliances ensuring every appliance had thermal image capability.
- Introduced PFD's to all flood response stations.
- Provided new DIM equipment for 4 new units.

Key Achievements and Improvements

People

- Maintained People SAIG governance and engagement, including monthly People SAIG meetings and ongoing Safety Assurance Coordinator input into People managers' meetings to support health, safety, wellbeing, assurance.
- Partnered closely with Safety & Assurance colleagues to shape and deliver the 2025–26 Improvement Plan, including a clear focus on implementing controls relating to fire contaminants, welfare, and other key objectives.
- Delivered strong progress against the 2025–26 Improvement Plan, with 100% year-end completion.
- Strengthened local assurance through the People Directorate Self-Compliance programme (2025–26), updating the People self-compliance standards and evidencing compliance via established controls such as the People Compliance Tracker, LCMS/Workforce Pro records and TASS evidence.
- Improved DSE (Display Screen Equipment) compliance evidence by completing the assessment within the TASS DSE module and monitoring the process.
- Continued the three-year stress risk assessment approach, with stress questionnaires completed. The supporting evidence retained within the People Compliance Tracker.
- Strengthened the occupational road risk controls for People staff, This included requesting and tracking licence/driver documentation.
- Reported no People Directorate Events within the period covered by the People SAIG Spotlight reporting. People recorded zero accidents/injuries, near misses, vehicle accidents and acts of violence across the quarterly reporting lines shown, supporting proactive prevention and assurance.
- Empowered staff to report confidential issues to the Confidential Reporting Line.
- Strengthened assurance over risk assessments and safe systems of work by maintaining the RA Gantt Chart and reviewing the People Office Handbook.
- Enhanced event reporting and investigation controls, ensuring personnel are current in Event Reporting and Investigation learning modules, reiterating the importance of timely investigation.

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Key Achievements and Improvements

Portfolio Office

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Portfolio Improvements

- Promoted Safety Awareness and Compliance across the Service through the established SAIG framework.
- Supported Management Arrangement reviews for COSHH, Radiation, PPE/RPE, Liaison with the HSE, and Operational DRA/ARA processes.
- Assisted with the implementation of Methods of Entry Training enhancing operational competence.
- Procured a new electronic Safety and Assurance Management System (e-SAMS) and participated in its design.
- Continued to foster a strong safety culture through the ongoing review and improvement of Safety and Assurance processes across the Service.

SPPC Improvements

- Achieved 100% completion of all actions within the Annual Health and Safety Improvement Plan, demonstrating a strong commitment to continuous improvement.
- Provided the Power BI Dashboard and Tracker enabling managers with oversight of outstanding actions and compliance.
- Recorded Health and Safety events through TASS and ensured improvements were implemented to enhance colleague safety.
- Supported Homeworking colleagues with Display Screen Equipment (DSE) assessments, with reasonable adjustments and equipment provided, where required.
- Lead the Civtech Contaminants Project "How can technology identify and measure firefighter exposure to contaminants across a wide range of incidents?" SPPC support the exposure-monitoring technology and explored future health surveillance arrangements to improve firefighter safety and long-term health outcomes.

Key Achievements and Improvements

Prevention

Prevention Improvements

- **Prevention H&S Handbook:** Introduced the Prevention and Hydrant Maintenance Health and Safety Handbook details information on safe working practices. Equipment Information Cards (EICs), GRA 009 "Hydrant Maintenance" and SSOW 050 "Hydrant Maintenance" documents standardises approaches to prevention and hydrant activities.
- **Proactive Process Review:** Reviewed Generic Risk Assessments and Safe Systems of Work. The revised processes enhance control measures, particularly for lone working, through improved planning, dynamic risk assessment, and clear escalation arrangements. Increased emphasis on reporting violence, aggression, and near misses supports the proactive identification of trends and emerging risks.
- **Staff Health and Wellbeing Support:** The Prevention Directorate continues to embed a positive health and wellbeing culture through the development of its Wellbeing Group and a network of Wellbeing Champions. The integration of Health and Wellbeing Facilitators via the Lifeline Scotland programme ensures accessible, peer led support for all staff. The PISP policy review has strengthened inclusive support arrangements.
- **S19 Hydrant Strategic Working Group:** The establishment of a multi-agency strategic working group for S19 Aqua Hydrants demonstrated a collaborative approach to risk management. The work ensured alignment with statutory duties and national guidance while supporting the development of a safer, more resilient operational environment.
- **Introduction of New Equipment:** The introduction of new specialist equipment enhanced the safety and efficiency of hydrant inspection activities. There was positive feedback from frontline users. Battery powered pumps enabled the safe removal of contaminated water, reducing risks associated with hygiene and environmental exposure. Hydraulic lifters for seized hydrant lids significantly reduces manual handling exposure and the risk of musculoskeletal injury. This investment demonstrated a proactive commitment to improving working practices, exceeding minimum standards, and protecting staff through practical, risk reducing innovation.

Prevention Accident Summary	
Types of Events:	**Top causations:**
• VA (1) • AoV (1)	1. Temperature 2. Threatening Behaviour

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Continual Improvement



SA Improvements

- A Low-Speed Manoeuvre (LSM) booklet has been published to raise awareness of common risks and reinforce safe driving practices across the Service. This guidance supports drivers in reducing minor LSM events through improved understanding, consistent application of procedures, and strengthened driver behaviours.
- eSAMS (Electronic Safety Management System): currently in development to support Operational Assurance by providing a single platform for capturing, analysing and sharing safety and incident data, strengthening organisational learning and evidence-based improvement.
- A new Health and Safety program for Organisational Learning has been launched within the SFRS, centralising all mandatory and role-specific health and safety training in one location. This initiative aimed to provide quarterly training for all staff, ensuring that everyone maintains their health and safety knowledge and skills throughout the SFRS.
- The following new courses were introduced: -
  - Operational Incident Risk Assessment (PRA/DRA/ARA)
  - Event Reporting and Investigation
- Enhancements to existing courses included:
  - The creation of a "Driving for Support Staff" program that links existing modules with additional resources.
  - Minor revisions to the Stress, Noise, and Vibration programs, reflecting updates from HSE guidance.

Support Reviews

Support Reviews provide assurance that SFRS requirements are met and support legal compliance, while promoting best practice and identifying areas for improvement to enable standardisation across the Service. A new Management Aarrangement has been introduced to strengthen governance and oversight of the established process, with ongoing refinement to further enhance audit and assurance activity.

During the reporting period, reviews were undertaken across a range of areas or topics. These reviews have identified areas of learning which continue to be implemented through routine workstreams.

Sample of the following topics were undertaken:

- Specific Risk Assessment;
- Individual Safe System of Work Process;
- Face Fit Testing (FFP3); and
- Statutory Inspection.

Corporate papers on the effectiveness of the Organisational Learning Group, Food Safety training, and Safety and Assurance Improvement Groups were progressed through governance routes, with recommendations applied where appropriate. These provided assurance on current arrangements and identified opportunities for improvement to strengthen organisational performance.

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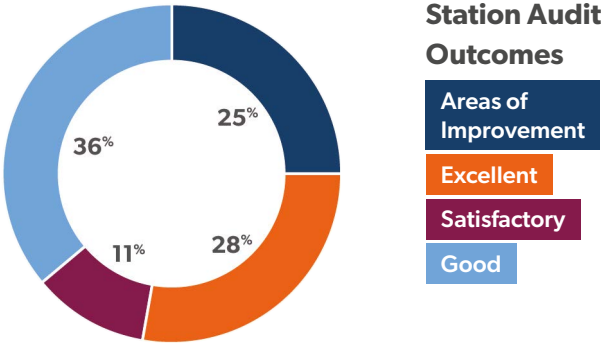
Continual Improvement

(Operational Assurance)

2025/26 Service Delivery completed the Station Audit process utilising the Operational Assurance Reporting and Recording System (OARRS).

- North Service Delivery Area 70 audits completed;
- East Service Delivery Area 42 audits completed; and
- West Service Delivery Area 116 Audits completed.

Actions continued to be monitored where significant improvement was required, and where minor areas of improvement were identified, these actions continued to be actioned at local level.



Operational Assurance enhanced audit governance by introducing a formal Management Arrangement and transitioning from Station Audits to Assurance Audits for 2026–27. The scope included Control Rooms, supported by defined roles, structured programmes, and strengthened audit independence.

A consistent, evidence-based approach was embedded, with mandatory practical skills assessment, clear timescales, and a four-grade scoring system supported by formal escalation and Senior Management Board oversight. Discretion was removed, with audit outcomes directly informing performance and strengthening firefighter safety and professional standards.



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Continual Improvement

(Organisational Learning Group)

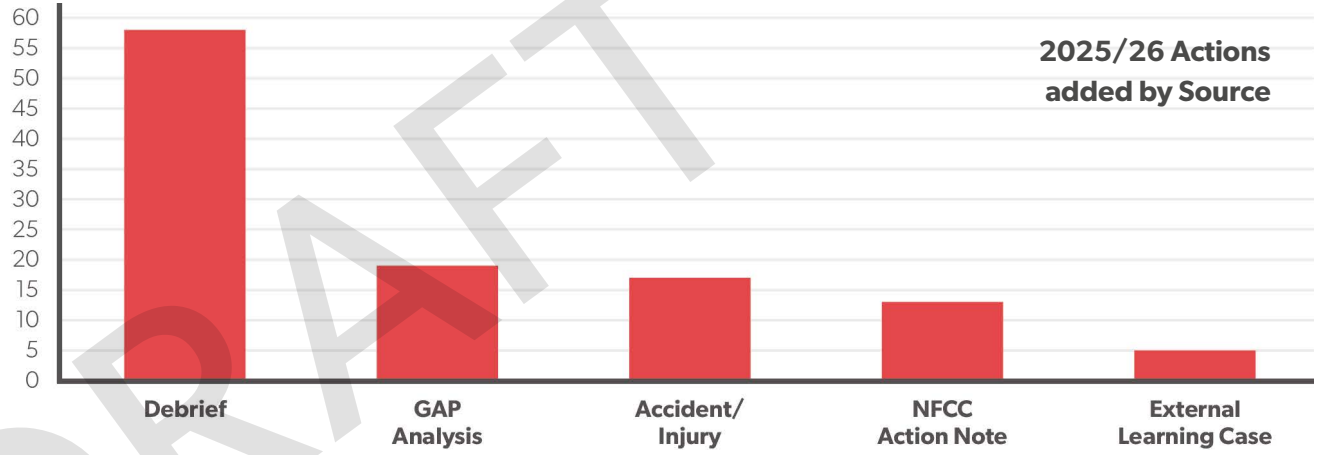
The Organisational Learning Group (OLG) managed recommendations from incidents, investigations and operational learning etc. It gave risk owners and key stakeholders access to live data, enabling them to identify trends and monitor progress, supporting continuous improvement across the Service.

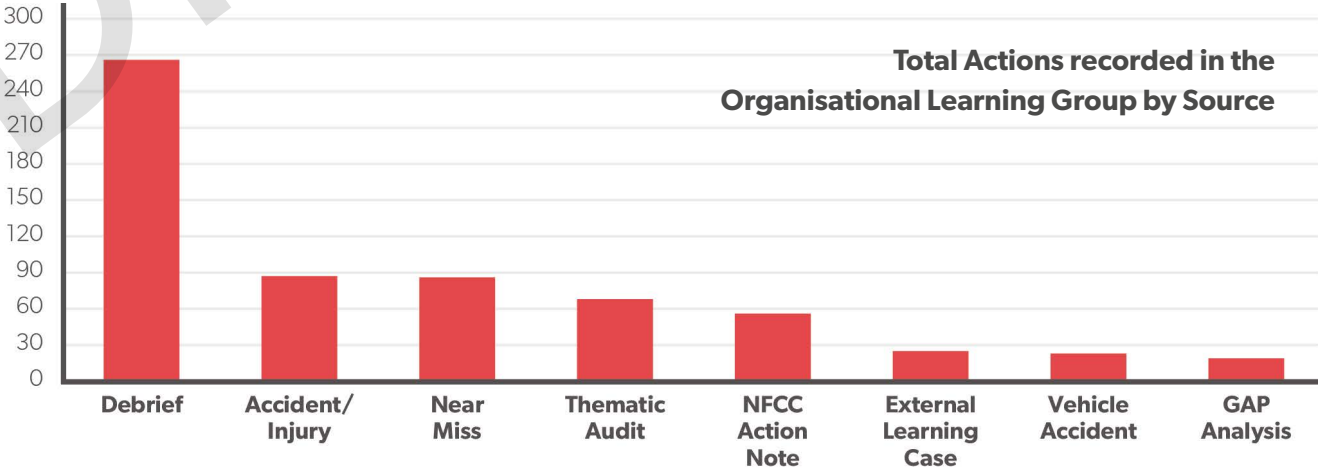
A total of 630 recommendations were recorded, of which 492 were completed, demonstrating sustained progress.

During 2025–26, 112 new recommendations were generated from 17 action plans, including structured debriefs, NFCC Action and Information Notes, significant event investigations and reports of Operational Discretion.

A further 130 actions were closed following OLG scrutiny with supporting evidence.

Risk owners continued to manage recommendations through engagement, embedded learning, and improving health, safety and assurance. Their approach has driven improvement and embedded learning across the Service.





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Continual Improvement

(Organisational Learning Group)

Significant Event Summary

The SFRS carried out a total of 4 Significant Event Investigations in 2025-26;

Blackness Road Aerial Ladder Platform (ALP)

- **Description:** Whilst carrying out on-station training utilising the ALP, a Firefighter fell from the deck of the ALP onto the tarmac below, resulting in injuries to their wrist and elbow.
- **Outcome:** Following the investigation, 10 recommendations were made.

Lochgilphead Near Miss

- **Description:** Whilst undertaking firefighting operations at a persons reported fire in a block of flats, a floor collapse occurred, causing a Firefighter to fall into the flat below requiring rescue using a short extension ladder. The firefighter was not injured.
- **Outcome:** This investigation is ongoing through relevant governance routes. Recommendations will be progressed to the OLG.

Lundholm Road ATV

- **Description:** When carrying out a consolidation exercise following All Terrain Vehicle (ATV) acquisition training, an ATV overturned, with no injury to the occupants.
- **Outcome:** This investigation is ongoing through relevant governance routes. Recommendations will be progressed to the OLG.

Scott Street, Perth

- **Description:** Whilst in attendance at a level 4 incident, a number of Health and Safety events occurred (four near miss events and one Firefighter injury).
- **Outcome:** This investigation is ongoing through relevant governance routes. Recommendations will be progressed to the OLG.



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Looking Ahead

The Health, Safety, Wellbeing and Assurance Strategy provides a clear framework for how the Scottish Fire and Rescue Service will protect, support and assure its people and services. It is founded on the principle that effective health, safety, wellbeing and assurance processes are essential to delivering a Service that is safe, resilient, learning-focused and capable of meeting the evolving needs of the people we serve.

The strategy:

- Recognises the value of an assured health, wellbeing and safety culture, where leading, engaging and learning are shared duties and where all personnel are empowered to identify and report.
- Recognises the need to strengthen organisational learning by improving how information is gathered, analysed and used to identify themes and trends to prevent recurrence and improve performance.
- Recognises the evolving research relating to firefighter health, contaminants and occupational exposure, supporting continued partnerships, researchers and the wider fire sector to ensure our arrangements remain proportionate, evidence-based and aligned with emerging good practice.
- Recognises the opportunities presented by innovation, including the introduction of e-SAMS, to enhance event reporting, safety risk management, assurance activity, performance monitoring and organisational learning.

The strategy also recognises that excelling in health, safety, assurance and wellbeing requires teamwork. Success depends upon effective collaboration across all business partners, representative bodies, staff networks and external partners. Through a coordinated approach, the Service will continue to strengthen its capacity to keep people safe, support workforce wellbeing, learn from experience and provide assurance that risks are being effectively managed, helping to deliver a safer, healthier and more resilient Scottish Fire and Rescue Service.

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.

For further information of enquiries please contact **sfrs.healthandsafety@firescotland.gov.uk**

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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 500 to give the accident injury rate per employee.

ALP: Aerial Ladder Platform Power

AoV: Acts of Violence

ARA: Analytical Risk Assessment

ATV: All-terrain Vehicle

BA: Breathing Apparatus

BAU: Business as Usual

CAT: Community Action Team

COSHH: Control of Substances Hazardous to Health

CPD: Continuing Professional Development

CSA: Community Safety Advocate

DRA: Dynamic Risk Assessment

DSG: Drivers Safety Group

DSE: Display Screen Equipment

DSU: Distress Signal Unit

ESDA: East Service Delivery Area

FBU: Fire Brigades Union

FDO: Flexi Duty Officer

FCS: Fleet and Contractual Services

FRS: Fire and Rescue Service

GANTT: A graphical representation of activity against time

GIN: General Information Note

GRA: Generic Risk Assessment

HS: Health and Safety

HSE: Health and Safety Executive

HSIP: Health and Safety Improvement Plan

HMFSI: His Majesty's Fire Service Inspectorate

HSMS: Health and Safety Management System

HW: Health and Wellbeing

IP: Injured Person

ISO: International Organisation for Standardisation

KPI: Key Performance Indicators

LCMS: Learning Content Management System

LSM: Low-speed manoeuvres

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5. Glossary of Terms

LSO:	Local Senior Officer
MA:	Management Arrangement
MSK:	Musculoskeletal
NEOP:	National Event Operational Plan
NFCC:	National Fire Chiefs Council
NM:	Near Miss
NSDA:	North Service Delivery Area
OA:	Operational Assurance
OARRS:	Operational Assurance Recording and Reporting System
OLG:	Organisational Learning Group
People:	People Directorate
PPE:	Personal Protective Equipment
PRE:	Pneumatic Rescue Equipment
PUWER:	Provision and Use of Work Equipment Regulations
RA:	Risk Assessment
R&D:	Research and Development
RIDDOR:	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
RPE:	Respiratory Protective Equipment
SAIG:	Safety and Assurance Improvement Groups
SA:	Safety and Assurance
SAMS:	Safety and Assurance Management System
SCBA:	Self-Contained Breathing Apparatus
SDA:	Service Delivery Area
SFRS:	Scottish Fire and Rescue Service
SLT:	Strategic Leadership Team
SMART:	Specific, Measurable, Achievable, Relevant and Time-bound
SOP:	Standard Operating Procedure
SPPC:	Strategic Planning, Performance and Communication
SSOW:	Safe System of Work
TfOC:	Training for Operational Competence
TASS:	Think, Act, Stay, Safe
TSA:	Training, Safety and Assurance
UFAS:	Unwanted Fire Alarm Signals
UHPL:	Ultra High-Pressure Lance
VA:	Vehicle Accident
WSDA:	West Service Delivery Area

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SFRS Annual Health, Safety, Wellbeing and Assurance Performance Report 2025-26

Version 1.0
September 2026

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/GSC/16-26

Agenda Item: 20

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**29 OCTOBER 2026**							
Report Title:	**SCOTTISH FIRE AND RESCUE SERVICE WORKING IN PARTNERSHIP 2025/26**							
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to present the members of the Scottish Fire and Rescue Service (SFRS) Board with the SFRS Working in Partnership 2025/2' review for scrutiny.
2	**Background**
2.1	Renewed emphasis has been placed on partnership working and the SFRS continues to be fully committed to working with a wide and diverse range of partners locally, nationally and internationally across public, private and third sectors.
2.2	SFRS Working in Partnership is an annual review that captures and highlights some of the tremendous partnership and collaborative work that takes place across the Service throughout the year.
2.3	The document is now in its fifth year and was first published in July 2022.
3	**Main Report/Detail**
3.1	The SFRS Working in Partnership 2025/26 publication covers the period from 1 April 2025 to 31 March 2026 and has been developed through the collation of partnership activity from Service Delivery Areas, Directorates, the SFRS website, Communications outputs, and the iHub.
3.2	The publication highlights a representative range of partnership and collaborative activity undertaken across the Service, demonstrating how SFRS works with partners at local, regional and national levels to improve outcomes for communities. It reflects the breadth of activity delivered throughout the year and showcases innovation, best practice and the added value achieved through effective partnership working.
3.3	In line with feedback received in previous years, this iteration places a stronger emphasis on place-based activity, with each article clearly articulating: • the impact on communities • key learning • the contribution to Local Outcomes Improvement Plans, SFRS Strategic Objectives, and the National Performance Framework Outcomes*.
3.4	*At the time of development, the National Performance Framework Outcomes were under

	review. They have now been revised and republished. The final version of the report will include a hyperlink to the live NPF and the Outcomes will be realigned accordingly.
3.5	The review provides a detailed account of partnership activity across 2025/26, including delivery approaches, partner contributions, local context and supporting evidence. It demonstrates the breadth, scale and strategic alignment of partnership working across the Service.
3.6	The document strengthens how SFRS reports on partnership activity, providing a clearer and more structured approach to demonstrating impact, supporting performance oversight and communicating the value of collaboration to stakeholders.
3.7	**Next Steps**
3.7.1	Once scrutinised by the SFRS Board, it will be published on the iHub and the SFRS website and shared with staff.
3.7.2	The publication will form part of a suite of corporate publications, alongside the Annual Performance Review Report and Prevention Directorate Annual Review, which will be proactively shared with MPs, MSPs and elected members. Collectively, these documents provide a comprehensive overview of the impact, value and contribution of the SFRS, demonstrating how prevention, response and partnership working support safer, more resilient communities across Scotland.
3.7.3	The Service extends its thanks to colleagues across Service Delivery Areas and Directorates for their continued support and for the valuable contributions that have informed this year's review.
3.8	**Future Development**
3.8.1	Board members previously highlighted the opportunity to present this publication in a more dynamic digital format. While a fully online version has not been achievable for this reporting cycle, the 2025/26 publication incorporates a number of enhancements, including improved navigation to improve accessibility and usability for readers. Work is now underway to explore future digital solutions that would support a more interactive, web-based publication in line with the Board's earlier feedback and the Service's wider digital ambitions.
4	**Recommendation**
4.1	Members of the SFRS Board are asked to scrutinise the content of the SFRS Working in Partnership 2025/26 review.
5	**Key Strategic Implications**
5.1	**Risk Appetite and Alignment to Risk Registers**
5.1.1	Partnership working is integral to how SFRS operates across local, national and international contexts and is underpinned by statutory duties and national frameworks. Collaboration is therefore not optional but a core component of service delivery.
5.1.2	Effective alignment between partnership related risks, corporate and directorate risk registers, and assurance reporting will be essential to ensuring that these risks are appropriately identified, monitored and managed.
5.2	**Financial**
5.2.1	Partnerships extend reach and maximise resources, but increased structure introduces additional demands. There is a growing expectation to demonstrate value for money and measurable impact, requiring prioritisation of activity aligned to Service priorities.
5.3	**Environmental & Sustainability**
5.3.1	Partnership working supports coordinated responses to environmental and climate risks,

	improving prevention and resource efficiency. It remains a key enabler of sustainable service delivery and resilience.
5.4 5.4.1	**Workforce** Effective partnership delivery requires skills in collaboration, influence, data sharing and multi-agency working. There is a continuing need to build workforce capability to support outcomes-focused partnership activity at scale.
5.5 5.5.1	**Health & Safety** Joint training and collaboration improve interoperability and safety but require consistent standards across partners. Ongoing assurance is needed to ensure safe and coordinated multi-agency operations.
5.6 5.6.1	**Health & Wellbeing** Partnership working supports prevention and early intervention, improving outcomes for vulnerable groups and reducing demand. Activity should remain aligned to wider health and wellbeing priorities.
5.7 5.7.1	**Training** Increased partnership activity reinforces the need for joint training and shared learning. There is a requirement to systematically capture and embed learning to support continuous improvement and interoperability.
5.8 5.8.1	**Timing** Partnership working is an established and ongoing component of SFRS activity. The review, which covers 1 April 2025 to 31 March 2026, confirms that it is now a continuous and evolving area of business, underpinned by the introduction of annual reporting processes.
5.9 5.9.1	**Performance** The review signals a move towards a more consistent and structured approach to understanding partnership activity across SFRS.
5.10 5.10.1	**Communications & Engagement** The review provides a platform to communicate the breadth and impact of partnership working, supporting transparency, engagement and Service reputation.
5.11 5.11.1	**Legal** The review reflects the statutory and policy context which underpins partnership working across SFRS. As partnership activity continues to expand, it reinforces the importance of ensuring all collaborative activity operates within relevant legal and governance frameworks.
5.12 5.12.1	**Information Governance** The review does not require the collation or processing of personal data and therefore a Data Protection Impact Assessment is not required.
5.13 5.13.1	**Equalities** Partnership working supports more inclusive and accessible service delivery, enabling improved engagement with diverse communities.
5.14 5.14.1	**Service Delivery** The review makes clear that partnership working is central to delivering effective services and responding to complex challenges faced by communities. The scale and consistency of activity across the Service demonstrates that partnership working is embedded within modern service delivery models. Partnership approaches will continue to be integral to service delivery models across SFRS.

5.15 5.15.1	**Prevention** The review strongly reinforces the role of partnership working in supporting prevention activity, demonstrating how collaboration enables early intervention and a more joined-up approach to risk reduction. This aligns with the wider strategic ambition to prioritise prevention and improve outcomes for communities. Partnership working is clearly evidenced as a key enabler of prevention activity and demand reduction across the Service. Strategically, this confirms that partnership working is a key enabler of prevention and should continue to be embedded within planning, delivery and performance frameworks to maximise its impact.	
6	**Core Brief**	
6.1	The Director of Governance, Strategy and Change presented the SFRS Working in Partnership 2025/26 review to the members of the SFRS Board for scrutiny and advised that the report would now be shared widely with staff, stakeholders and partners.	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Mark McAteer
7.2	**Level of Assurance: (Mark as appropriate)**	**Substantial**
7.3	**Rationale:**	The SFRS Working in Partnership 2025/26 review was developed in conjunction with all Directorates and Service Delivery Areas to ensure that the varied examples of partnership working undertaken by the Service are highlighted.
8	**Appendices/Further Reading**	
8.1	Appendix A – SFRS Working in Partnership 2025/26	

Prepared by:	Bridget Spence, Collaboration Officer
Sponsored by:	Mark McAteer, Director of Governance, Strategy and Change
Presented by:	Mark McAteer, Director of Governance, Strategy and Change

Links to Strategy and Corporate Values

The SFRS Strategy 2025-28 stresses the importance of partnership working throughout, referencing our responsibility to report against Priority 7 from the Fire and Rescue Framework for Scotland 2022.

Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/Outcomes
Senior Management Board	*23 June 2026*	*For Recommendation*	*Agreed release to SLT.*
Strategic Leadership Team	*2 September 2026*	*For Approval*	*Approved content and release to SFRS Board.*
SFRS Board	*29 October 2026*	*For Scrutiny*	

SCOTTISH FIRE AND RESCUE SERVICE

WORKING IN PARTNERSHIP 2025-2026



Contents

1. Introduction



2. East Service Delivery Area Initiatives



3. North Service Delivery Area Initiatives



4. West Service Delivery Area Initiatives



5. National Initiatives



6. Additional Information





1. Introduction

Foreword; and The Importance of Partnership Working

Read on

Skip to section 2

Foreword



Mark McAteer
Director of Governance, Strategy and Change

The Scottish Fire and Rescue Service (SFRS) exists to serve and protect our communities, and at the heart of that mission are our people.

Across Scotland, our staff, whether wholetime, retained or volunteer firefighters, support staff, or specialist teams, demonstrate an unwavering dedication to public safety. Their professionalism, compassion and commitment underpin everything we do and ensure we meet the needs of Scotland's communities every day.

From emergency response to prevention and protection, from community engagement to operational planning, our people consistently go above and beyond. They work in challenging, complex and often rapidly changing environments, bringing skill, calm and care to situations that demand the very best of them. Much of their contribution takes place quietly through acts of reassurance, dignity, kindness and practical support that may never make headlines, but which make a profound difference to those they help.

Our strategic direction is guided by the **SFRS Strategy 2025–28**, which sets out our ambition to be a leading, sustainable and modern fire and rescue service. This review demonstrates how strongly our people are already delivering against those ambitions through innovation, investment in skills, enhanced operational capability and a continued focus on evidence-led decision making. It reinforces that our greatest impact is achieved when our people are supported and when we work in close partnership with others.

Against this backdrop, this SFRS Working in Partnership highlights the breadth and impact of collaboration across the Service. It showcases not only the operational excellence our people bring to critical incidents, but also the everyday work that strengthens community resilience, reduces risk and helps build a safer Scotland. Whether responding on the front line or enabling delivery behind the scenes, every colleague plays a vital role, and every contribution matters.

Partnership working is fundamental to how we deliver for Scotland, and it is our people who make those partnerships effective. By working closely with others, we enhance firefighter safety, ensuring our crews have the training, information and support needed to operate confidently in high-risk environments. These partnerships also strengthen our prevention activity, extend our reach and improve outcomes for the communities we serve, aligning closely with local priorities and contributing to Scotland's Local Outcomes Improvement Plans.

Our partners across the public, private and third sectors play an essential role in helping us achieve these outcomes. Their expertise, resources and shared commitment significantly extend our capability and impact. We are grateful for their continued support, their willingness to innovate with us and their shared determination to improve safety and resilience across Scotland. Partnership is not an addition to our work; it is fundamental to how we deliver for the people we serve.

As you read this review, I hope it provides a clear and compelling reflection of the work taking place across SFRS and with our partners. Above all, I hope it reinforces the value of our people - their skill, compassion, adaptability and commitment to making a difference.

Together, we will continue to protect, support and serve communities across Scotland.

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The Importance of Partnership Working

The core purpose of the SFRS centres around partnership working, with the Fire and Rescue Framework for Scotland 2022 reiterating its importance by stating:

> "The main purpose of the SFRS is to work in **partnership** with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland."

In addition to this we also have a wide range of statutory duties to work with others in several aspects of our role, including but not limited to:

- preparing for, responding to and recovering from emergencies [1],
- community planning arrangements [2],
- improving outcomes for communities to meet the needs of the people who use our services [3],
- contributing to local strategic planning, monitoring and delivery of community justice outcomes [4], and
- improving outcomes and driving inclusive growth for Island communities. [5]



At local community and national levels, we engage in numerous voluntary partnership arrangements. At a national level we work through the Reform Collaboration Group (RCG), with Police Scotland (PS) and the Scottish Ambulance Service (SAS) to drive collaboration across all areas of how the three Blue Light Services work together. We also work

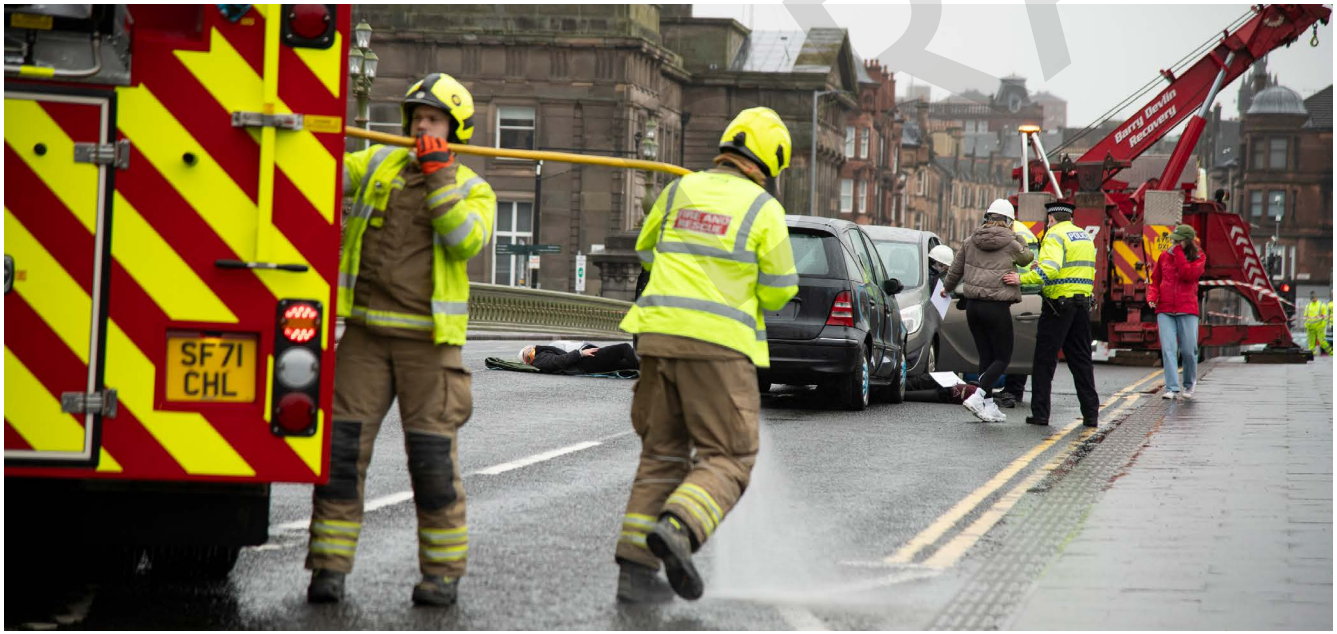
[1] Civil Contingencies Act 2004
[2] Community Empowerment (Scotland) Act 2015
[3] Community Empowerment (Scotland) Act 2015
[4] Community Justice (Scotland) Act 2016
[5] The Island (Scotland) Act 2018

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in partnership with a wide array of private sector partners in areas relating to community and firefighter safety. Across local areas we are core participants in partnerships that range from delivering food security to people in need, to supporting employability programmes aimed at helping young people into work. All of which adds significant value to the safety and wellbeing of local communities.

We work in this way because we know that it enables improvements in the lives of communities by reducing barriers across public services and other bodies in helping build a common focus on meeting the needs of communities.

Our approach to partnership working is an ever-evolving part of how we work to improve the safety and wellbeing of the people of Scotland. We proactively seek out and actively engage in many forms of partnership working where the level of formality varies depending on the issues we are dealing with. We always seek through partnership working to achieve common goals and agree actions for how those goals can be achieved to improve outcomes for the people of Scotland.



The combination of our skills, insight, resources and commitment with that of our partners is critical to adding value across Scotland's many communities in this way.

Through our partnership working, we directly contribute to the National Performance Framework, and locally via our commitment to Community Planning Partnerships and through Local Outcomes Improvement Plans.

> In essence, as a Service we are driven to improve the safety and wellbeing of the people of Scotland, and we know that working alongside and in partnership with others is the best way to achieve this.

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2. East Service Delivery Area Initiatives

Read on

Skip to section 3

East Service Delivery Area (ESDA) Initiatives

Our East of Scotland Service Delivery Area covers a diverse and dynamic region, encompassing four key areas:

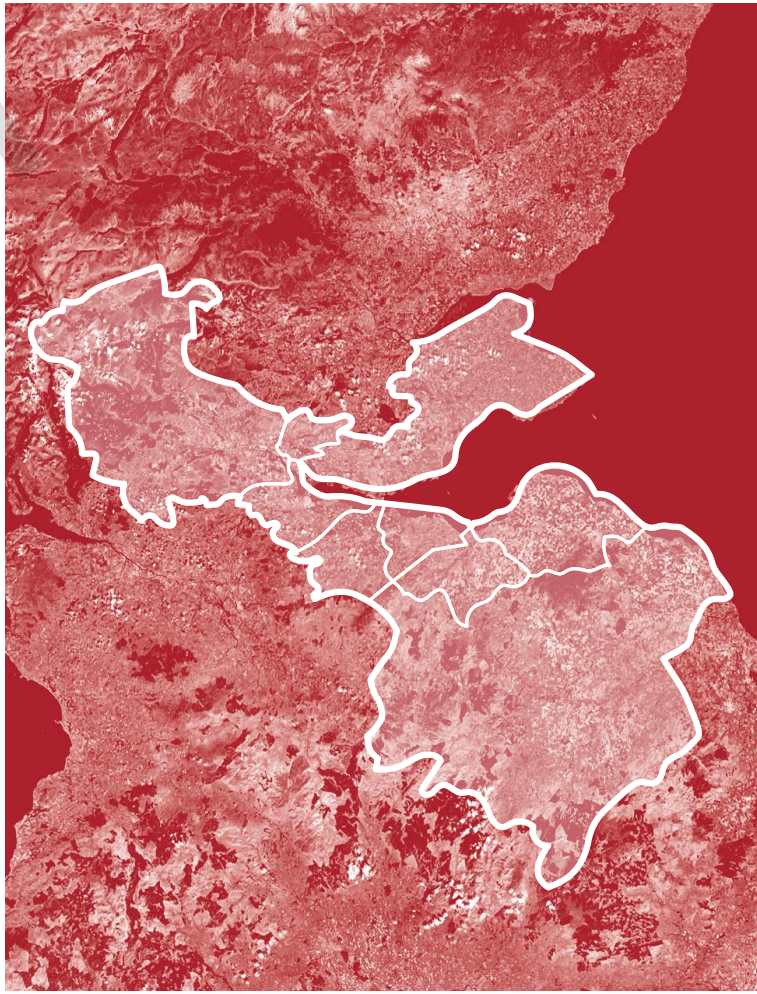
- City of Edinburgh;
- Midlothian, East Lothian and Scottish Borders;
- Falkirk and West Lothian; and
- Clackmannanshire, Fife and Stirling.

This includes a mix of urban centres, rural communities and coastal towns, home to a significant proportion of Scotland's population.

Across these communities, partnership working plays a vital role in improving safety, reducing risk and strengthening resilience. During 2025–26, our collaborative approach delivered a wide-ranging programme of activity, from targeted, data-led interventions protecting vulnerable older people, to large-scale youth engagement programmes supporting over 1,000 young people to make safer life choices. Partnerships have also driven innovation, improving access to fire safety education through inclusive resources, while enhancing community resilience through practical initiatives such as life-saving equipment provision.

Alongside this, multi-agency training and coordinated resilience planning have strengthened operational readiness, ensuring a more effective and unified response to complex and high-risk incidents. Together, these activities demonstrate how strong, sustained partnerships enable earlier intervention, better use of collective resources, and improved outcomes for communities, aligned with Local Outcome Improvement Plan priorities across the East of Scotland.





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ESDA – Our Initiatives

Reducing Water Safety Risks Through Partnership

Water safety was identified as a growing priority across Midlothian, East Lothian and the Scottish Borders, reflecting a diverse risk landscape of coastlines, reservoirs and areas of high visitor footfall.

Working through established Partnership Approach to Water Safety groups, we collaborated with partners including Scottish Water, local authorities and community-led water user groups such as Take to the Water and the Coldingham Brave Bayers. This enabled targeted engagement, joint patrols and multi-agency events across high-risk coastal and inland locations.

This coordinated approach strengthened prevention activity in known risk areas, increasing public awareness and supporting safer behaviours during peak seasonal periods. Joint patrols provided visible reassurance, consistent safety messaging and earlier intervention where risks were identified.

Integrating water safety into wider community safety activity also ensured that vulnerable groups, including older adults and individuals affected by substance use, received tailored, practical advice in accessible settings.

By aligning intelligence and resources, partners were able to target high-risk locations more effectively, helping to reduce incidents and improve safety and resilience across communities. Engagement with local water user groups further strengthened this work by ensuring safety messaging reflected lived experience and local knowledge.

A key learning from this approach was the value of place-based, partnership-led prevention. Combining local insight with multi-agency coordination enabled earlier identification of emerging risks and more proactive responses.

Building on this, partners will expand coordinated patrols and increase community-led engagement across coastal and inland hotspots.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- East Lothian Local Outcomes Improvement Plan: Keeping Safe; and Living Well
- Midlothian Local Outcomes Improvement Plan: Individuals and Communities will have Improved Health and Skills for Learning, Life and Work
- Scottish Borders Local Outcomes Improvement Plan: Good Health and Wellbeing; and Place, Community and Connectivity
- National Performance Framework: Communities and Health

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ESDA – Our Initiatives

Promoting Fire Safety through British Sign Language

In 2025, we worked in partnership with Fife Council's Deaf Communications Team and Methil Youth Volunteer Scheme to improve access to fire safety education for children who use British Sign Language. Through this collaboration, the children's book The Noisy Smoke Alarm, written by one of our Community Safety Advocates, Evelyn Taylor, was translated into British Sign Language and adapted into a digital resource.



Filmed at our National Headquarters in Cambuslang, the project brought together our media team and BSL professionals to create a high-quality interpretation embedded within the digital version of the book. In addition, 300 printed copies were produced, each featuring a QR code linking directly to the British Sign Language translation, ensuring the resource is accessible both in print and online formats.

This initiative has improved the accessibility and inclusivity of fire safety education, enabling children and families who use British Sign Language to engage with consistent, age-appropriate safety messaging. The resource has already been shared across our Neurodiversity network and adopted nationally through the National Fire Chiefs Council as part of fire-setting intervention work, extending its reach beyond the local area.

The partnership has also strengthened our engagement with the deaf community, supporting the development of internal skills through a Community Safety Advocate undertaking a British Sign Language qualification. This has enabled delivery of targeted engagement sessions, including Deaf Bookbug events, helping to build trust and improve communication with communities who may otherwise face barriers to accessing safety information.



A key learning from this work was the importance of co-design and partnership with specialist organisations to ensure resources are accessible, relevant and effective. This approach has demonstrated how inclusive design can enhance prevention activity and widen reach to communities at greater risk of exclusion.

For information please visit:
The Noisy Smoke Alarm

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Fife Local Outcomes Improvement Plan: Opportunities for All; Thriving Places; and Community-Led Services
- National Performance Framework: Communities and Human Rights

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ESDA – Our Initiatives

A Continued Commitment to Life-Saving Equipment in Our Communities

In Glenrothes, partnership working prevented the loss of vital community defibrillators, ensuring residents continue to have access to life-saving equipment when it matters most.

Working with our facilities management partner, Robertson Facilities Management, three public access defibrillators at Collydean Church, Markinch Scout Hall and Glenrothes Community Fire Station were restored after local communities were unable to secure funding for essential maintenance. Through their social impact commitment, Robertson Facilities Management replaced batteries and serviced the units, helping return them to full operational use.

This initiative has strengthened community resilience by ensuring 24/7 access to critical equipment in the event of cardiac arrest, where early intervention significantly improves survival rates. It also forms part of a wider programme that has seen 26 defibrillators installed or restored across Scotland at no cost, extending the impact beyond the local area. Ongoing management by RAYNET will help ensure the long-term sustainability of these assets within the community.

As William Heaney, Managing Director – Scotland, Roberston Facilities Management, said:

> "Working in close partnership with the Scottish Fire and Rescue Service over the past four years, we have developed a strong understanding of its estate, its efforts to keep communities safe and resilient, and the needs of local people. A key focus of our work has been creating a lasting, positive impact where we operate, including supporting the delivery of defibrillators in key locations.
>
> By ensuring these devices remain operational and accessible, we are helping to provide vital support in emergency situations and giving people the best possible chance of survival."

In the United Kingdom, Out of Hospital Cardiac Arrest survival rates remain low, making immediate access to defibrillation critical. By maintaining and expanding local provision, this partnership directly contributes to improving outcomes and reducing risk for communities.

A key learning from this work is the value of leveraging partner social value commitments to deliver tangible community benefits quickly and effectively. This approach has enabled resources to be targeted where they are most needed, without placing additional burden on local communities.

Looking ahead, we will continue to work with partners including Fife Council and Robertson Facilities Management to identify further locations and expand access to public defibrillators across the region.

CONTRIBUTING TO:

- **SFRS Strategy**: Safer Communities through Prevention
- **Fife Local Outcomes Improvement Plan**: Opportunities for All; Thriving Places; and Community-Led Services
- National Performance Framework: Health and Communities

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ESDA – Our Initiatives

Collaborative Partnership Delivers Enhanced Safety and Life Skills Programme for West Lothian Pupils

In June 2025, we worked in partnership with Police Scotland, Scottish Ambulance Service, West Lothian Council, West Lothian Drug and Alcohol Service, Rural and Urban Training Scheme and Developing the Young Workforce to deliver four full-day West Drive, Fire Safety and Personal Safety events across West Lothian.

Building on the established West Drive programme, this expanded initiative supported 1,068 Senior pupils to develop practical skills, improve personal safety awareness and build confidence as they transition into adulthood. Events were hosted across four schools, ensuring young people leaving education had access to this support.

Pupils took part in interactive sessions covering road safety, emergency response, first aid, drug and alcohol awareness, personal safety, and home fire safety. Designed around real-world risks, the programme provided consistent, trusted messaging directly from emergency services and specialist partners, helping young people make safer, more informed decisions.

This partnership approach enabled delivery at scale while maintaining quality and impact. It increased awareness of personal responsibility and risk, with hands-on, scenario-based learning making key messages more relevant and memorable.

A key learning was that a multi-agency, full-day model delivers greater impact than single-topic interventions. Direct engagement with professionals and practical learning methods significantly increased participation and understanding, reinforcing the value of early and coordinated partner involvement.

We received the following feedback from pupils and partners:

> "Seeing the car crash made it real. It was not just information it showed how quickly things can go wrong."

> "Really beneficial and teaches you a lot about cars, driving, bystanders and fires. Useful to learn about things we do not normally cover at school."

> "Working together allowed us to give young people honest, practical advice that reflects real situations they will face once they leave school."

Building on this success, partners will continue the programme in 2026, with plans to enhance delivery through more practical demonstrations, expanded interactive content, and a broader focus on topics such as water safety and vehicle maintenance.

CONTRIBUTING TO:

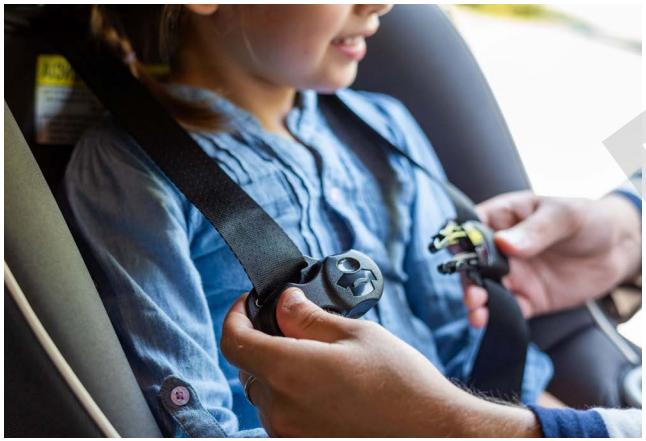
- SFRS Strategy: Safer Communities through Prevention
- West Lothian Local Outcomes Improvement Plan: Creating Skills and Jobs; and Improving Health and Wellbeing
- National Performance Framework: Children and Young People; and Communities

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ESDA – Our Initiatives

Working in Partnership to Keep Children Safe

In July 2025, we partnered with Fife Council Safer Communities Team and Police Scotland to deliver a Car Seat Safety Clinic at Kirkcaldy Promenade, targeting a key preventable risk to child safety.



The clinic provided a supportive, non-enforcement environment where parents could access practical advice and reassurance. By working together and pooling expertise, partners were able to identify risks early and provide clear, consistent guidance on correct car seat use.



During the event, 36 vehicles and 47 child car seats were checked. Only 18 were correctly fitted, with the remainder requiring adjustments or experiencing significant safety issues, including two incompatible seats. Immediate advice and corrections were provided, reducing the risk of serious injury in the event of a collision by improving correct use of car seats.

This initiative improved awareness of correct car seat installation while building trust with families, encouraging greater engagement with safety advice. The partnership approach ensured more effective use of resources and strengthened community confidence in local services.

A key learning was the value of accessible, community-based engagement, creating an environment where families feel comfortable seeking advice and taking action to improve safety.

CONTRIBUTING TO:

- **SFRS Strategy**: Safer Communities through Prevention
- **Fife Local Outcomes Improvement Plan**: Opportunities for All; Thriving Places; and Community-Led Services
- National Performance Framework: Children and Young People; and Health

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ESDA – Our Initiatives

Reducing Fire Risk for Older People through Partnership

In early 2025, three fatal fires in the Scottish Borders involving women over 65 highlighted a growing and disproportionate risk within this demographic. With the local population aged over 65 projected to increase by 51% by 2032, partners took a data-led approach to strengthen early intervention and prevent further harm.





Working in partnership with Scottish Borders Council, NHS Borders and third sector organisations, a targeted prevention model was developed to identify individuals most at risk and deliver coordinated support. This included shared data analysis, the introduction of a multi-agency referral pathway, and targeted Home Fire Safety Visits combined with wider health and wellbeing interventions.

Early activity focused on building strong local partnerships and increasing risk awareness. This included delivering Risk Recognition training to Social Services and Occupational Therapists, engaging community organisations, and delivering outreach within trusted local settings. The programme also strengthened links with health partners, including ongoing work around falls prevention.

This approach is helping to reduce fire-related harm, support safer independent living and ease demand on services. By focusing on prevention and early intervention, the partnership is improving safety outcomes and supporting more resilient communities.

A key learning was extending the programme will allow stronger coordination, improved data sharing and more robust evaluation of outcomes.

Future delivery will see the project extended to six months and expanded into East and Midlothian, scaling this partnership approach to protect vulnerable residents across a wider area.

CONTRIBUTING TO:

- **SFRS Strategy**: Safer Communities through Prevention, Improving Performance
- **Scottish Borders Local Outcomes Improvement Plan**: Poverty; Good Health and Wellbeing; and Place, Community and Connectivity
- National Performance Framework: Health and Communities

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ESDA – Our Initiatives

Strengthening Partnerships through Integrated Emergency Training

Our Scottish Borders crews partnered with Police Scotland and the Scottish Ambulance Service in a joint training exercise at Hawick Police Station.

This exercise was part of our 'Testing and Exercising Framework', which involves crews running three or four pump multi-agency exercises throughout the year. The aim is to build and strengthen local relationships with businesses and provide our crews with opportunities to train in real risks they may encounter, while practicing effective handover procedures.

Four fire appliances from Hawick, Jedburgh, and Newcastleton along with three trainees, participated alongside three Police Scotland units and two Scottish Ambulance Service crews.

The scenario involved a chemical spill and fire within the building, which tested key skills including incident command, hazardous materials procedures, Detection, Identification and Monitoring procedures, and Breathing Apparatus search and rescue with evacuations using fire escape hoods. The live scenario supported Scottish Vocational Qualification training goals and the development of newly promoted officers across all agencies.

This joint training exercise highlighted the importance of partnership working in preparing for complex, high-risk scenarios. By training together in realistic environments, all partners strengthen their operational readiness, improve communication, and build trust ensuring a more coordinated and effective response when real incidents occur. These collaborative efforts enhance public safety and demonstrate our shared commitment to protecting communities.





Additionally, through our Framework, the following smaller exercises were held, including one in July 2025 at Galashiels Swimming Pool in partnership with the Scottish Ambulance Service. This exercise involved five of our local fire appliances and nine trainees. The scenario simulated a chemical leak within the plant room.

Similarly, over two days in August 2025 an exercise was conducted in collaboration with Police Scotland at Dalkeith Palace. It involved three of our

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ESDA – Our Initiatives





local fire appliances and five trainees, simulating a fire incident with multiple persons reported.

The largest exercise within our Framework which consolidates the smaller exercises, was Exercise Crop Guard. This exercise was held in September 2025 at Crop Services Scotland Limited, Kelso, in partnership with Police Scotland and Scottish Borders Council. It involved eight of our local appliances from the East Service Delivery Area and twelve trainees. The scenario simulated a fire in a high-risk premise containing chemicals and asbestos, with multiple casualties involved.

In addition to strengthening partnerships, engaging in realistic, front-facing training scenarios that reflect actual risks enhances the skills and competence of our operational crews. This approach not only improves firefighter safety but also strengthens the quality of service we deliver to our communities.

CONTRIBUTING TO:

- **SFRS Strategy**: Safe and Effective Response
- **Scottish Borders Local Outcomes Improvement Plan**: Good Health and Wellbeing; and Place, Community and Connectivity
- **Midlothian Local Outcomes Improvement Plan**: Individuals and Communities will have Improved Health and Skills for Learning, Life and Work
- National Performance Framework: Communities

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ESDA – Our Initiatives





Joint Training at Edinburgh Airport Highlights the Power of Collaboration



A planned familiarisation visit at Edinburgh International Airport developed into a multi-agency training exercise involving our crews, the Airport Fire Service, Police Scotland and the Scottish Ambulance Service.









The session provided a realistic environment to test aviation-specific risks, including engine and cabin fires, casualty search and rescue, and coordinated emergency response. Crews worked together to extinguish simulated fires, extricate casualties and deliver immediate medical care, while partners demonstrated specialist capabilities including trauma response and incident cordon management.









This joint approach strengthened operational readiness in a high-risk environment, improving communication, coordination and understanding between services. Training in a live, complex setting ensures that when incidents occur, partners can work together efficiently to protect the public.

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ESDA – Our Initiatives

A key learning was the value of early collaboration in designing joint exercises, allowing partners to maximise training opportunities and deliver more integrated, realistic scenarios.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response
- Edinburgh Local Outcomes Improvement Plan: A Good Place to Live
- National Performance Framework: Communities





ESDA – Our Initiatives

Strengthening Resilience Through Local Partnership Working

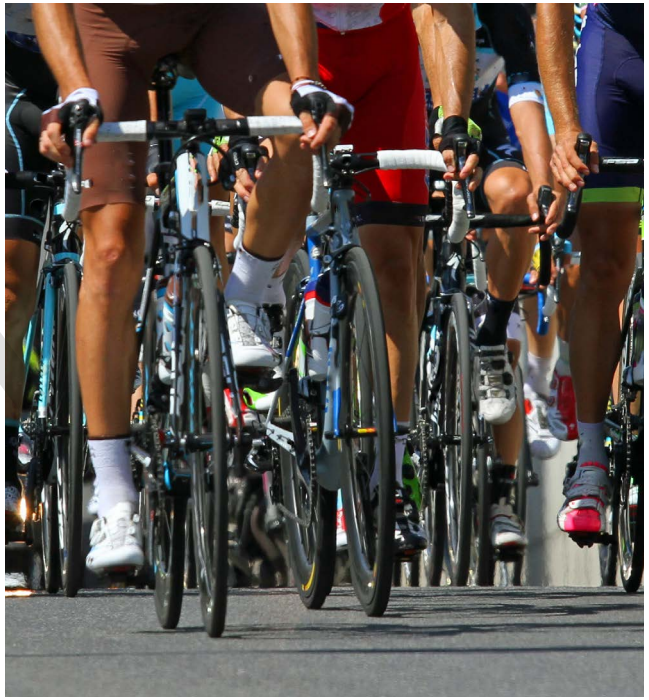
Throughout the year, we worked closely with Local Resilience Partnerships, Safety Advisory Groups and strategic partners to support the safe planning and delivery of major events across the East.



This included multi-agency planning and assurance for large-scale events such as Royal Week, the Tour de France, Edinburgh Castle Concerts and regional festivals. Early engagement ensured fire and resilience considerations were embedded from the outset, enabling partners to identify risks, coordinate mitigation measures and support safe delivery at scale.

In addition to event readiness, partners supported a programme of exercising activity across diverse environments, enhancing coordination and strengthening shared understanding of risks.

This work has improved preparedness, strengthened relationships and ensured a consistent, coordinated approach to managing risks associated with major public gatherings. A key learning was the importance of early engagement and integrated planning, ensuring that fire and resilience considerations are embedded in event design and delivery from the outset.



CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response, Safer Communities through Resilience
- All nine Local Senior Officer Area Local Outcomes Improvement Plans
- National Performance Framework: Communities and Environment

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ESDA – Our Initiatives

Joint Initiative with Forth Valley College Provides Practical Skills and Safety

Working in partnership with Forth Valley College, we delivered an employability-focused initiative through the ACE Group programme, supporting young people aged 18–24 across West Lothian.

Participants attended fire stations throughout the year, gaining hands-on experience alongside operational crews and developing practical skills in teamwork, communication and responsibility. Sessions included FireSkills training alongside community safety inputs such as home and road safety, helping to build both employability and personal resilience.

This approach improved confidence, skills and awareness among participants, while strengthening engagement with young adults who may face barriers to employment. By combining practical experience with prevention messaging, the partnership delivered meaningful outcomes for individuals while contributing to wider community safety.

A key learning was the value of practical, real-world engagement, which consistently drives stronger participation and more meaningful outcomes than classroom-based approaches alone.

CONTRIBUTING TO:

- SFRS Strategy: Investing in our People
- West Lothian Local Outcomes Improvement Plan: Creating Skills and Jobs; and Improving Health and Wellbeing
- National Performance Framework: Education; and Children and Young People

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3. North Service Delivery Area Initiatives

Read on

Skip to section 4

North Service Delivery Area (NSDA) Initiatives

Our North of Scotland Service Delivery Area spans a wide and varied geography, encompassing four key areas:

- Aberdeen City, Aberdeenshire and Moray;
- Perth, Kinross, Dundee and Angus;
- Western Isles, Orkney and Shetland Islands; and
- Highland.

This includes a mix of urban centres, remote rural communities and island populations, each with distinct needs and risk profiles.

Across these communities, partnership working has played a central role in improving safety, inclusion and resilience during 2025–26. Our collaborative approach has delivered targeted, prevention-focused activity, from strengthening water safety infrastructure and improving risk recognition across partner agencies, to engaging young people to reduce fire-related harm and supporting vulnerable individuals through early intervention.

Partnerships have also driven more inclusive approaches, including accessible safety education and community-based wellbeing initiatives across island and rural communities. At the same time, highly visible multi-agency activity and coordinated resilience planning have strengthened preparedness, enabling partners to respond more effectively to complex and high-risk incidents.

Together, these initiatives demonstrate how sustained partnership working enables earlier intervention, stronger community engagement and better use of collective resources, delivering measurable improvements in safety, wellbeing and resilience in communities across the North of Scotland.





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NSDA – Our Initiatives

Delivering Life-Saving Outcomes Through the Partnership Approach to Water Safety

Through the Partnership Approach to Water Safety, we worked with emergency services, local authorities, health partners and community organisations to reduce risk at high-hazard water locations across the North of Scotland.

In Aberdeen City, Aberdeenshire and Moray, this included collaboration with Police Scotland, NHS Mental Health and Suicide Prevention Teams, local authorities and community partners such as Burghead Sailing Club, Outfit Moray and Braemar Mountain Rescue. Together, partners combined local knowledge and specialist expertise to deliver targeted, place-based prevention activity.

A key outcome was the installation of Water Safety Scotland's standardised signage at high-risk locations, providing clear hazard warnings and emergency information. Featuring unique location codes and mapping references linked to Police Scotland and HM Coastguard systems, the rollout of 24 signs in Aberdeenshire and 14 in Moray has improved public awareness and enabled faster, more accurate emergency response.

This infrastructure has strengthened prevention and response simultaneously, helping individuals make safer choices while supporting more effective multi-agency coordination when incidents occur. Alongside this, partners have delivered consistent safety messaging through joint engagement, media activity and coordinated training, further enhancing preparedness across the region.



A key learning is the value of combining practical interventions with coordinated messaging and data sharing, ensuring that prevention activity is both visible and supported by effective emergency response systems.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Aberdeen Local Outcomes Improvement Plan: Place; and People
- Aberdeenshire Local Outcomes Improvement Plan: Place-Based Community Planning
- Moray Local Outcomes Improvement Plan: Empowering and Connecting Communities; and Improving the Wellbeing of our Population
- National Performance Framework: Communities and Health

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NSDA – Our Initiatives

Bridging Gaps in Climate Change Preparedness for Deaf Communities

In May 2025, we partnered with Highlands Signing, Scottish Environment Protection Agency and the Scottish Flood Forum to deliver an inclusive safety and science programme in British Sign Language, improving climate change preparedness for deaf communities across the Highlands.



Workshops in Portree and Dingwall engaged 22 pupils aged 8–15 in interactive sessions on wildfire and flood awareness, fire science and environmental resilience. Activities included hands-on experiments, outdoor learning and British Sign Language-led storytelling, designed to make complex risks accessible and engaging. The programme concluded with a community event at Inverness Deaf Club, where 20 deaf adults took part in safety discussions and practical demonstrations.

This initiative improved awareness of local hazards and strengthened engagement between emergency services and the deaf community. By combining specialist British Sign Language delivery with emergency and environmental expertise, partners ensured that safety messages were accessible, relevant and trusted, supporting more inclusive approaches to prevention.

A key learning was the importance of designing programmes with, not for, communities, working alongside specialist partners to ensure accessibility is embedded from the outset. This approach is already shaping future engagement and helping to improve how safety education is delivered across diverse communities.



As this work develops, partners are exploring opportunities to expand delivery and share learning more widely, supporting a more inclusive and resilient approach to community safety.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention, Investing in our People
- Highland Local Outcomes Improvement Plan: People; and Place
- National Performance Framework: Environment

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NSDA – Our Initiatives

Empowering Young People Through Community Safety Education

In Dundee, we partnered with Dundee City Council and Police Scotland to deliver a city-wide Community Safety Roadshow, equipping young people with the knowledge and confidence to make safer decisions.

The roadshow reached every Primary 7 school in Dundee. Sessions focused on fire safety and wider community risks, including the impact of secondary fires and the dangers of derelict buildings, using interactive activities such as smoke simulation to reinforce learning. Content was shaped by Planet Youth data to reflect real challenges facing young people.

The programme improved awareness of community safety risks and empowered pupils to recognise and respond to unsafe situations. Notably, a reduction in secondary fire incidents followed the roadshow, highlighting the value of early, targeted prevention. It also strengthened trust between young people and local services through consistent, partnership-led engagement.

Children and Families Convener Stewart Hunter, stated:

> "The Community Safety Roadshow is more than just a school event; it's a city-wide effort to help our young people grow up safe, supported and ready to thrive."

A key learning was the effectiveness of data-led, interactive delivery, ensuring safety messages are relevant, engaging and capable of influencing behaviour.

Looking ahead, partners plan to expand the roadshow and explore opportunities for annual delivery with wider partner involvement.



CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Dundee Local Outcomes Improvement Plan: Reduce Child Poverty and Inequalities in Incomes; and Education and Health
- National Performance Framework: Children and Young People; and Communities

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NSDA – Our Initiatives

Engaging Young People to Prevent Fire-Related Anti-Social Behaviour in Angus

In Angus, we partnered with Police Scotland to deliver targeted fire-related anti-social behaviour education to over 350 pupils across primary and secondary schools in Forfar.

Sessions combined input from our Community Action Team and Police Scotland, focusing on the causes and consequences of deliberate fires and wider anti-social behaviour. Designed to engage young people early, the initiative encouraged informed decision-making and increased awareness of the risks to individuals, communities and the environment.

Early indications show a reduction in secondary and deliberate fire incidents in the area, alongside increased engagement and trust between young people and local services. The initiative also complements wider multi-agency work, including the Vacant and Derelict Buildings Working Group, strengthening a coordinated approach to prevention.



Constable Drane, Police Scotland, said:

> "These inputs were in response to a number of deliberately set fires in and around the town. All the pupils engaged well during the input. Both the fire service and police want to emphasise the dangers and promote safety. We have carried out a number of joint patrols with the fire service and will carry out further patrols over the summer period."

A key learning was the importance of early, joint engagement, combining education with visible partnership activity to influence behaviour and reinforce consistent safety messaging.

Future delivery of the initiative will continue with delivery across Angus, with expansion to additional schools and ongoing evaluation to improve impact.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Angus Community Local Outcomes Improvement Plan: Caring for our People; and Caring for our Place
- National Performance Framework: Children and Young People; and Communities

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NSDA – Our Initiatives

Enhancing Mental Wellbeing through Partnership Working Across Scotland's Islands

Across the Western Isles (Outer Hebrides), Orkney and Shetland, we have strengthened partnership working to improve mental wellbeing in communities facing unique challenges linked to remoteness, limited services and higher levels of vulnerability.

Working with partners including Police Scotland, Scottish Ambulance Service, HM Coastguard, Royal National Lifeboat Institution, third sector organisations and national networks such as Lifelines Scotland and the Scottish Recovery Network, activity has focused on early intervention, building resilience and improving access to support.

A key example is the TINA (Talk, Involve, Notice, Act) Project in Shetland, a community-led initiative developed in response to local need. Through a network of trained listeners, the project provides compassionate, accessible support and signposts individuals to appropriate local services, helping to reduce isolation and improve wellbeing.

In Orkney, joint training and collaborative activity with emergency responders strengthened shared understanding of mental health challenges in remote communities, while reinforcing strong partnership relationships. This included Lifelines Scotland training and joint engagement initiatives supporting local services such as Samaritans.

Additional partnership work with the Scottish Recovery Network has supported learning around peer-based approaches, promoting more compassionate, person-centred engagement during incidents.

Together, this work is improving awareness, reducing stigma and strengthening support networks across island communities, contributing to better outcomes for both the public and emergency responders.

A key learning is the importance of locally tailored, partnership-led approaches, ensuring support reflects the needs and identities of individual communities, particularly in remote settings.

Building on this, work is underway to explore the introduction of Distress Brief Intervention pathways in the Western Isles, strengthening early support and creating clearer referral routes for individuals in distress.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Orkney Local Outcomes Improvement Plan: Population Health; and Inequalities
- Outer Hebrides Local Outcomes Improvement Plan: The Outer Hebrides offers attractive Opportunities that Improve the Quality of Life, Wellbeing and Health for all People
- Shetland's Local Outcomes Improvement Plan: People; and Participation
- National Performance Framework: Health and Communities

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NSDA – Our Initiatives

Operation Respect a Partnership for Safer Communities in Inverness

Working with partners including Police Scotland, The Highland Council, Scottish Ambulance Service, NHS Highland, Inverness BID, Street Pastors and third sector organisations, we supported Operation Respect, a multi-agency initiative to enhance public safety during the winter festival period.

Running from November 2025 to January 2026, the initiative combined high-visibility patrols, licensed premises checks and targeted support for vulnerable individuals. A key feature was the Harm Reduction Vehicle, staffed by police, paramedics and mental health practitioners, providing immediate, on-street support for those affected by alcohol use, substance misuse or mental health challenges.

This coordinated approach reduced anti-social behaviour, improved early intervention for vulnerable individuals and strengthened partnership working across agencies. A visible and joined-up presence



in the city centre increased public reassurance, supported local businesses and contributed to a safer environment for residents and visitors.

Operation Respect addresses a wide range of risks, including violence, disorder, retail crime and fraud, while maintaining a strong focus on prevention and safeguarding. By bringing together statutory and voluntary partners, the initiative enables earlier intervention and more effective support for those in need.

Inspector Paul Sutherland, Police Scotland, commented:

> "The operation ensures the city's festive atmosphere can be enjoyed safely."

A key learning was the value of highly coordinated, visible partnership activity, enabling agencies to respond quickly, share information effectively and deliver consistent support in high-demand periods.

Next phase activities will focus on partners exploring opportunities to expand prevention activity, including developing a youth-focused element to strengthen early intervention beyond the festive period.

CONTRIBUTING TO:

- **SFRS Strategy**: Safer Communities through Prevention
- **Highland Local Outcomes Improvement Plan**: People; and Place
- National Performance Framework: Communities and Health

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NSDA – Our Initiatives



Community Safety Engagement in Action Across Highland

Working in partnership with Highland Third Sector Interface and Police Scotland, we delivered a programme of community engagement activity across Highland to strengthen prevention, early intervention and local resilience.

A key milestone was the Highland Community Safety and Resilience Event in January 2026, which brought partners together to address shared challenges such as anti-social behaviour, extreme weather risks and emerging threats including exploitation. Through workshops, expert sessions and networking, the event strengthened collaboration and supported a more coordinated approach to community safety.

This was complemented by targeted local engagement, including community events in Wick, Raigmore and across Beauly and Drumnadrochit. These sessions provided practical home fire safety advice, including risks associated with lithium-ion batteries, while improving awareness of wider support services available through health, housing and third sector partners.

By strengthening relationships with local organisations, this activity has enhanced our ability to identify and support vulnerable individuals, improve signposting to appropriate services and increase uptake of Home Fire Safety Visits. This early intervention approach contributes to safer behaviours and supports a reduction in accidental dwelling fires.



A key learning was the importance of consistent community presence and partnership engagement, enabling more effective prevention and stronger connections with those most at risk.

For more information visit:
SFRS Home Fire Safety Visits

CONTRIBUTING TO:

- **SFRS Strategy**: Safer Communities through Prevention
- **Highland Local Outcomes Improvement Plan**: People; and Place
- National Performance Framework: Communities and Health

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NSDA – Our Initiatives

Enhanced Risk Recognition Training for Police Scotland

In October 2025, our Community Action Team delivered risk recognition training to over 50 Police Scotland community officers across Perth and Kinross, Angus and Dundee, strengthening early identification of fire risk and improving support for vulnerable individuals.

The training focused on recognising those most at risk, understanding common causes of fire, and improving awareness of referral pathways for Home Fire Safety Visits. It also reinforced the importance of partnership working and effective information sharing to support prevention activity.

This approach has increased partner capability and contributed to higher-quality referrals, enabling earlier intervention and improved safety outcomes for individuals at greatest risk. Officers reported increased confidence in identifying hazards, particularly in relation to emerging risks such as emollients and lithium-ion batteries.

A key learning was the value of equipping frontline partners with practical risk awareness, ensuring prevention activity extends beyond the Service and is embedded across local agencies.

Looking ahead, work is underway to develop a condensed training package for wider rollout across response officers and partner organisations, further strengthening this shared approach to prevention.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Angus Local Outcomes Improvement Plan: Physical and Mental Wellbeing
- Dundee Local Outcomes Improvement Plan: Reduce Child Poverty and Inequalities in Incomes; and Education and Health
- Perth and Kinross Local Outcomes Improvement Plan: Reducing Poverty; and Physical and Mental Wellbeing
- National Performance Framework: Communities and Health



Joint Emergency Response Exercise at RAF Lossiemouth

We participated in a large-scale multi-agency exercise at RAF Lossiemouth, bringing together military and civilian responders to test joint response to a complex, high-risk incident.

The scenario involved a Road Traffic Collision with a fuel tanker carrying aviation fuel, environmental contamination risks, trapped casualties and additional security challenges. Crews worked alongside RAF personnel, Police Scotland, Scottish Ambulance Service and other partners to manage the incident, supported by strategic coordination through the Base Operations Centre.

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This exercise strengthened interoperability across agencies, enhancing shared situational awareness, command and communication in a highly complex environment. It provided an opportunity to test joint response to multiple concurrent risks, including hazardous materials, casualty extrication and command coordination.

Training in a realistic, high-risk setting improves operational readiness and ensures partners can respond effectively to major incidents involving both civilian and military stakeholders.

A key learning was the importance of integrated command structures and real-time information sharing, ensuring a coordinated and effective multi-agency response.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response
- Moray Local Outcomes Improvement Plan: Empowering and Connecting Communities; and Improving the Wellbeing of our Population
- National Performance Framework: Communities and Health

Strengthening Multi-Agency Response Through Joint Exercises

We worked with a range of partners to deliver multi-agency training exercises across the North, strengthening preparedness for complex and high-risk incidents.

Scenarios included a cliff rescue at Dunnottar Castle involving multiple casualties in challenging terrain, and a large-scale aviation exercise at Aberdeen Airport simulating a major incident with

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mass casualties and multi-agency coordination requirements. These exercises brought together emergency services, local authorities and specialist responders to test command structures, communication and joint decision-making.

Phil Skingle, Operations Area Commander, HM Coastguard, said:

> "HMCG was proud to participate in the Dunnottar Cliff Exercise, which provided local emergency responders with the opportunity to work together in a realistic and challenging environment. The exercise helped teams gain a deeper understanding of partner agencies' equipment and procedures, strengthening interoperability. This collaborative approach has already proven its value during recent rescues, where coordinated responses and multi-agency incident command have been both decisive and effective."





A key learning was the value of diverse, scenario-based training, ensuring responders are prepared for a wide range of risks across different environments.

CONTRIBUTING TO:

- **SFRS Strategy**: Safe and Effective Response
- **Aberdeenshire Local Outcomes Improvement Plan**: Place Based Community Planning
- **Aberdeen Local Outcomes Improvement Plan**: People; and Community Empowerment
- National Performance Framework: Communities

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Strengthening Resilience Through Highlands and Islands Local Partnership Working

Through the Highlands and Islands Local Resilience Partnership, we have worked collaboratively with multi-agency partners to strengthen preparedness across a geographically diverse and high-risk area.

Covering remote, rural and island communities, the partnership has supported coordinated planning and response across a wide range of risks, including severe weather, infrastructure disruption and major incidents in isolated locations. Engagement through Emergency Liaison Groups and resilience forums has strengthened shared understanding of interdependencies and local risk profiles.

A sustained programme of exercising and planning activity has tested command, control and coordination arrangements, ensuring partners can respond effectively in complex environments where access, resources and communication present additional challenges. This work has enhanced interoperability and strengthened resilience across communities where partnership working is critical to effective response.

A key learning is the importance of Local Resilience Partnerships ensuring risks are proactively identified and managed through stronger inter-agency coordination.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response, Safer Communities through Resilience
- All four Local Senior Officer Area Local Outcomes Improvement Plans
- National Performance Framework: Communities and Environment

Supporting Positive Change Through Community Payback in Orkney

Working in partnership with criminal justice, community learning and social work teams, we supported a young person in Orkney to complete a Community Payback Order through a tailored programme focused on personal development and positive change.

Rather than a traditional unpaid work placement, the approach combined targeted interventions aligned to the individual's interests and future ambitions. This included road safety education, delivery of British Heart Foundation Heart Start sessions to a local rugby club, and participation in a FireSkills programme with an employability focus.

The programme helped build confidence, particularly in public speaking, while developing practical skills and encouraging positive behaviours. It also created opportunities to connect with local employers, supporting the individual's aspiration to pursue an engineering apprenticeship.

This personalised approach demonstrates how partnership working can support meaningful rehabilitation, enabling individuals to contribute positively to their community while improving their own life chances.

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A key learning was the value of tailored, person-centred interventions, creating more impactful outcomes than standardised approaches.

CONTRIBUTING TO:

- SFRS Strategy: Investing in our People
- Orkney Local Outcomes Improvement Plan: Cost of Living; and Inequalities
- National Performance Framework: Children and Young People; and Education

Equipping Young People Through Fire Safety Education

Working in partnership with Police Scotland, the Scottish Ambulance Service, Sainsbury's Superstore, Tesco Woodend Superstore, Northfield Academy, Lochside Academy, St Machar Academy, Cults Academy, Aberdeen Grammar School and Dyce Academy, we delivered a FireSkills programme designed to equip young people with essential safety skills and knowledge.

The programme engaged pupils aged 12 to 17 through a series of structured courses, combining practical fire safety training, first aid awareness, crime prevention messaging and teamwork-based activities. Delivered through a multi-agency approach, the programme provided hands-on learning experiences in a supportive and engaging environment.

Partners played a key role in delivery, with schools supporting pupil selection, Police Scotland and the Scottish Ambulance Service contributing specialist knowledge, and retail partners including Sainsbury's Superstore and Tesco Woodend Superstore providing support to enhance the learning experience.

Participants developed confidence, practical skills and a deeper understanding of emergency service roles. Feedback from partners and schools highlighted improved engagement, increased motivation and a growing interest in emergency service careers among young people.

A key learning is the importance of structured, practical learning programmes, providing young people with the skills and confidence to make safer choices.

Building on its success, work is underway to expand the programme to reach more schools and communities.

CONTRIBUTING TO:

- SFRS Strategy: Investing in our People
- Aberdeen Local Outcomes Improvement Plan: Place; and People
- National Performance Framework: Children and Young People; and Education

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4. West Service Delivery Area Initiatives

Read on
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West Service Delivery Area (WSDA) Initiatives

Our West of Scotland Service Delivery Area includes six key areas:

- City of Glasgow;
- East, North and South Ayrshire;
- Dumfries and Galloway;
- East Renfrewshire, Renfrewshire and Inverclyde;
- East and West Dunbartonshire and Argyll and Bute; and
- Lanarkshire.

This diverse geography includes large urban centres, rural communities, and remote coastal and island areas, each presenting different risks, priorities and opportunities for engagement.

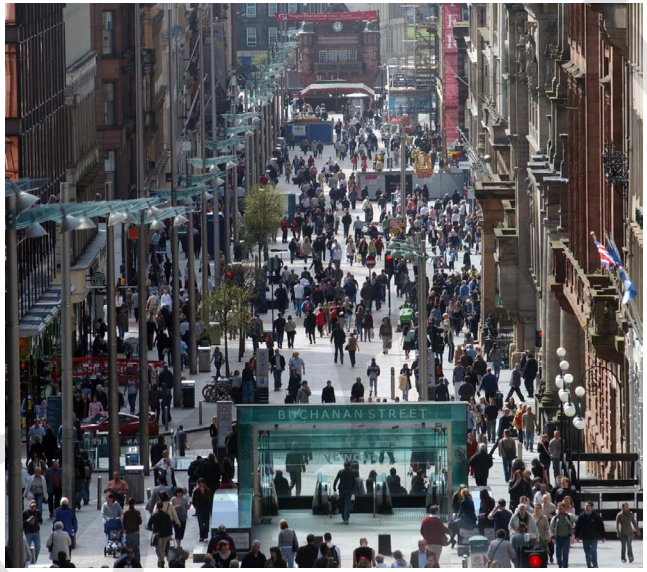




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West Service Delivery Area (WSDA) Initiatives





During 2025–26, partnership working played a central role in how we supported communities across the West. Activity focused on prevention, early engagement and coordinated response, with a strong emphasis on working alongside partners to address local need and improve outcomes.

A broad programme of initiatives was delivered across the area. This included targeted road safety activity with M Group, multi-agency Operation Safety events in Dumfries and Galloway, and youth-focused programmes such as Off the Bench, Street League engagement and Firefighter for a Day. These initiatives provided opportunities for young people to develop practical skills, explore future pathways and engage positively with emergency services.

We also worked with partners to support wider wellbeing, including initiatives linked to inequalities, falls prevention and support for New Scots. In Glasgow, community giving activity during the festive period demonstrated the value of local engagement in supporting families experiencing hardship.

Operational preparedness remained a key focus, supported through a range of joint training and exercising activity. This included complex care home scenarios in East Kilbride, transport and hazardous materials training with Strathclyde Partnership for Transport, wildfire prevention messaging in Ayrshire, and large-scale resilience exercises linked to maritime and major event risks in Glasgow.

Together, this activity demonstrates a coordinated and preventative approach, where partnership, planning and practical engagement combine to strengthen response capability and support safer, more resilient communities across the West of Scotland.

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Building Rural Resilience Through Preparing Communities to Respond When Seconds Matter

In partnership with NHS colleagues, Coll Medical Practice and local Coastguard responders, we supported the Rural Communities Cardiopulmonary Resuscitation/Trauma Awareness Collaboration on the Isle of Coll, equipping residents with the skills and confidence to respond to time-critical medical emergencies.

Developed in response to a tragic local incident, the initiative delivered practical training in cardiopulmonary resuscitation, defibrillator use, trauma recognition and basic first aid. Tailored to the unique challenges of remote communities, the programme ensures residents are better prepared to act in situations where emergency response times may be longer and early intervention is critical.

This partnership approach has strengthened community resilience, improving confidence among participants and enhancing coordination between local responders, healthcare professionals and emergency services. Feedback has been highly positive, demonstrating the value of accessible, community-led training in supporting early life-saving interventions.

A key learning was the importance of locally tailored, practical training, designed around the specific needs and risks of rural communities to maximise impact.

Next phase activities will see the programme expanded across other rural areas, supporting a consistent approach to community resilience and emergency preparedness.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Argyll and Bute Local Outcomes Improvement Plan: Community Wellbeing
- National Performance Framework: Health and Communities



Enhancing Partnership Working to Reduce Fire Risk for Vulnerable People

Working in partnership with West Dunbartonshire Council Sensory Impairment Team and Hillhead Housing Association, we strengthened joint approaches to identifying and reducing fire risk for people with sensory impairments and those living in supported housing.

Through shared learning sessions at our National Training Centre, partners developed a deeper understanding of fire risks in the home, including electrical hazards and the challenges associated with

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WSDA – Our Initiatives

hoarding behaviours. This improved awareness of how vulnerability can increase risk and how interventions can be tailored to meet individual needs.

This collaboration has strengthened early identification of risk and improved coordination between services, enabling more effective, person-centred prevention activity. By sharing knowledge and aligning approaches, partners are better equipped to support vulnerable individuals to live safely and independently.





A key learning was the value of face-to-face engagement and cross-agency learning, improving understanding of roles and strengthening referral pathways.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention, Investing in our People
- West Dunbartonshire Local Outcomes Improvement Plan: Independent; Empowered; and Safe
- National Performance Framework: Health

Reducing Poverty and Inequality through Preventative Action

Throughout 2025–26, we played a key role within the Dumfries and Galloway Poverty and Inequalities Partnership, working with public, voluntary and community partners to reduce inequalities, strengthen resilience and support vulnerable individuals.

Through our frontline role, we contributed to early identification of vulnerability, using Home Fire Safety Visits and operational activity to recognise wider risks including poor mental health, addiction, mobility challenges and financial hardship. Strengthened referral pathways with social work, NHS and third sector partners ensured that concerns were escalated quickly, enabling coordinated, preventative support.

Working alongside partners, we targeted activity within communities experiencing the highest levels of deprivation, including Upper Nithsdale, Stranraer East, Lochside, Lincluden and Annan West. By aligning local intelligence with locality planning, this approach ensured resources were focused where

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they could have the greatest impact, supporting individuals and families at increased risk of harm.

Targeted youth engagement also formed part of this work, providing positive pathways and addressing fire-related anti-social behaviour in areas where inequality increases vulnerability.

This partnership approach has strengthened early intervention, improved coordination between services and supported more integrated responses to complex social challenges, ultimately supporting individuals to live more safely and independently.

A key learning was the importance of trauma-informed, person-centred approaches, recognising the complex and interconnected nature of poverty, vulnerability and risk.

Looking ahead, we will continue to build on this work by deepening our involvement in locality planning, expanding digital referral pathways and strengthening our contribution to early intervention. Opportunities exist to enhance joint training, develop shared approaches to identifying vulnerability and further embed prevention activity within the partnership's strategic priorities. As Dumfries and Galloway continue to face the long-term impacts of poverty, cost of living pressures and demographic change, we remain committed to working collaboratively to reduce inequalities and support safer, healthier and more resilient communities.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Dumfries and Galloway Local Outcomes Improvement Plan: Health and Wellbeing; and Where We Live
- National Performance Framework: Poverty and Communities





Driving Safety Forward Through Partnership

Working with M Group and Police Scotland, we delivered a partnership initiative to reduce Road Traffic Collisions and improve driver safety across one of the UK's largest operational fleets.

With over 8,500 vehicles in operation, the programme focused on raising awareness of road risk, promoting safer driving behaviours and improving compliance with traffic legislation. A series of Road Risk Events engaged more than 340 staff, including a national senior leadership event attended by 120 leaders.

Interactive sessions included virtual reality collision simulations, large goods vehicle blind spot demonstrations and inputs from emergency services on legal implications and incident response, providing a practical, immersive learning experience.

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This partnership has contributed to improved driver awareness, a reduction in vehicle incidents and a stronger organisational focus on road safety. It also demonstrates the value of collaboration between emergency services and industry in influencing behaviour at scale.



A key learning was the impact of engaging leadership alongside frontline staff, supporting cultural change and reinforcing shared responsibility for safety.

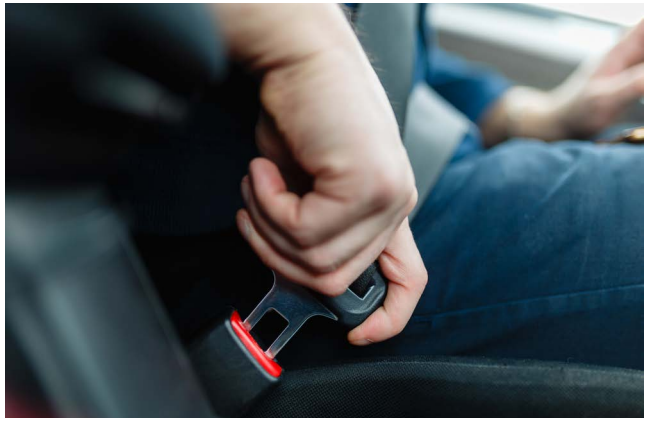
CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- The Plan for North Lanarkshire: Improve the Health and Wellbeing of our Communities; and Enhance Participation, Capacity and Empowerment across our Communities
- National Performance Framework: Communities and Economy

Building Safer Roads for Young People

In September 2025, our Dumfries and Galloway Community Action Team participated in a multi-agency road safety event at SRUC Barony College alongside Police Scotland and the Scottish Ambulance Service. The day focused on promoting safe and responsible driving among young people and delivering clear, strong practical messages.

Around 130 students engaged in interactive demonstrations and workshops that highlighted



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the dangers of distracted driving, speeding, and not wearing seatbelts. They also had the chance to speak directly with emergency services and road safety professionals, gaining a clear understanding of the real-life consequences of unsafe driving.

The event gave young people valuable insights and reinforced the importance of making safe and informed decisions on the road. The collaboration demonstrated the value of partner agencies working together to deliver meaningful safety education.

Building on this success, the next steps include planning similar events in other areas and continuing to embed road safety education across schools and colleges.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Dumfries and Galloway Local Outcomes Improvement Plan: Health and Wellbeing; and Where We Live
- National Performance Framework: Children and Young People; and Communities

Empowering Young People Through Partnership and Prevention

Working in partnership with Police Scotland, the Scottish Football Association, the Procurator Fiscal's Office and community organisations, we supported the Off the Bench programme at Greenock Morton Football Club, helping young people aged 16–25 move away from offending behaviour and towards positive futures.

The programme provided an eight-week structured pathway combining mentoring, employability support and skills development, alongside workshops addressing issues such as sectarianism, substance misuse and anti-social behaviour. Participants also gained qualifications, took part in volunteering



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opportunities and developed essential skills including first aid and Curriculum Vitae preparation.

Our involvement included engagement at Greenock Community Fire Station, where participants gained insight into the role of the Service, career pathways and the realities of emergency response, helping to build aspirations and strengthen connections with public services.

This partnership has supported improved confidence, employability and decision-making among participants, while contributing to a reduction in anti-social behaviour and increased community engagement. By providing structured support and positive opportunities, the programme helps young people make safer choices and progress towards employment or further education.

A key learning was the value of longer-term, multi-agency programmes, which provide sustained engagement and deliver deeper, more meaningful outcomes than one-off interventions.

Considering the extremely positive feedback received about the programme, partners are now exploring opportunities to expand delivery. This includes enhancing the employability elements, increasing workplace visit opportunities and strengthening the direct involvement of operational crews. We have also been invited to continue and potentially further grow our contribution to future cohorts, supporting the ongoing sustainable development of the initiative.

CONTRIBUTING TO:

- **SFRS Strategy**: Safer Communities through Prevention, Investing in our People
- **Inverclyde Local Outcomes Improvement Plan**: Empowered People; Working People; Healthy People and Places; A Supportive Place; and A Thriving Place
- National Performance Framework: Children and Young People; and Poverty



Joint Initiatives Highlight the Power of Partnership in Ayrshire

Working in partnership with East Ayrshire Council, we delivered targeted initiatives to reduce risk and strengthen community safety across Ayrshire.

A key focus was improving wildfire risk awareness at Loch Doon during periods of extreme conditions. Partners developed a coordinated communications approach using QR code-enabled signage, providing accessible, real-time safety information while reducing reliance on printed materials. This improved public awareness and supported more

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effective engagement with visitors in high-risk areas. Community engagement also strengthened local resilience, with residents supported to share concerns and access coordinated responses during periods of increased risk.

Following a significant incident in Kilmarnock, partners also introduced a 'Dutyholders Advice Notice' to support businesses in managing fire risk. Delivered directly by operational crews, the initiative provided practical guidance on waste management, fire loading and maintaining access for emergency services. This proactive approach improved awareness, strengthened relationships with local businesses and supported longer-term risk reduction within a key commercial area.

Together, these initiatives demonstrate how coordinated partnership working can deliver practical, preventative solutions, improving safety outcomes for both communities and businesses.

David Doran, Health and Safety Manager, East Ayrshire Council, said:

> "Our East Ayrshire Council Health and Safety Officers and our partners in the Scottish Fire and Rescue Service work together on a broad range of thematic and targeted interventions which focus on both deliberate fire raising and general fire safety."

A key learning was the value of clear, accessible communication and direct engagement, ensuring safety messages are understood, actionable and responsive to local risk.

CONTRIBUTING TO:

- **SFRS Strategy**: Safer Communities through Prevention, Safe and Effective Response
- **East Ayrshire Local Outcomes Improvement Plan**: Growth; Wellbeing; Fairness; and Sustainability
- National Performance Framework: Communities and Environment

Strengthening Community Safety Through Partnership with HMP Kilmarnock

Working in partnership with HMP Kilmarnock, we delivered cardiopulmonary resuscitation and home fire safety training to individuals in custody, supporting safer transitions from custody to community.

Targeting those serving short-term sentences and individuals approaching release, the programme focused on equipping participants with practical, life-saving skills and improved awareness of personal and household safety.

Delivered through a series of structured sessions, the training aimed to reduce risk on release while building confidence and personal responsibility. This initiative supports rehabilitation by providing individuals with skills that can immediately benefit both themselves and their communities. By addressing known risks associated with transition from custody, the programme contributes to

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improved safety outcomes, reduced likelihood of harm, and stronger community resilience.

The partnership has also strengthened collaboration between services, aligning prevention activity with wider community justice objectives and ensuring a more coordinated approach to supporting vulnerable individuals.

A key learning was the value of early intervention at key transition points, enabling preventative support that can influence behaviour and reduce risk beyond the point of release.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- East Ayrshire Local Outcomes Improvement Plan: Growth; Wellbeing; and Fairness
- National Performance Framework: Communities and Poverty

Collaborative Approach to Falls Prevention

Working in partnership with East Renfrewshire Health and Social Care Partnership and NHS colleagues, we supported the East Renfrewshire Falls Referral Pathway, delivering early intervention for older residents at risk of repeat falls.

The pathway enables coordinated identification and referral to local falls services, helping individuals remain safe and independent within their own homes. By intervening early, the partnership reduces the likelihood of repeat incidents while improving outcomes for older people.

This approach also delivers wider system benefits, reducing demand on the Scottish Ambulance Service and lowering attendance at Accident and Emergency departments. By preventing avoidable hospital admissions and ongoing care requirements, the initiative supports more effective use of health and social care resources.

A key learning is the importance of coordinated, early intervention pathways, enabling partners to respond quickly and provide the right support at the right time.

Next phase activity will focus on plans to expand the pathway across Renfrewshire and Inverclyde, with potential to develop a wider model for falls prevention.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- East Renfrewshire Local Outcomes Improvement Plan: Communities and Places Thrive; and We All Live Well
- National Performance Framework: Health and Communities

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Recognising Past Service and Welcoming New Scots into Our Community

Working in partnership with Inverclyde Council, Inverclyde Health and Social Care Partnership and a range of local organisations, we supported engagement with Inverclyde's New Scots community, individuals and families who have recently arrived in Scotland seeking safety, stability and the opportunity to rebuild their lives.

This work forms part of a wider partnership approach to support integration, bringing together public services and community organisations to help new residents access services, build connections and feel part of their local communities.

During a fire safety session delivered at the Holiday Inn Express in Greenock, a member of the group shared that his grandfather, who was also in attendance, had previously served as a firefighter with the City of Hebron Fire Department for over 20 years.

Recognising the importance of dignity, inclusion and connection, arrangements were made with Green Watch at Greenock Community Fire Station to host a visit for the former firefighter. The visit provided an opportunity to acknowledge his previous service, reconnect with his profession and create a positive and welcoming experience within the local community.

The visit was warmly received, with the former firefighter engaging with crews, exploring appliances and equipment, and sharing stories from his career. The experience fostered a strong sense of respect and belonging, with the individual later expressing heartfelt thanks and highlighting the positive impact the visit had on him.

A key learning from this work is the importance of person-centred, inclusive engagement, recognising the value of individual experiences in building trust and strengthening community relationships.

Building on this, our East Renfrewshire, Renfrewshire and Inverclyde teams will continue to develop engagement with Inverclyde's New Scots community



through ongoing fire safety sessions, further station visits and opportunities to support integration. Future activity may also include expanded engagement with other community groups, alongside the development of training, volunteering opportunities and awareness programmes across the Service.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Inverclyde Local Outcomes Improvement Plan: Empowered People; and A Supportive Place
- National Performance Framework: Human Rights and Communities

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Protecting Waste Services Through a Partnership Recycling Campaign

Working in partnership with Glasgow City Council, we supported the Take Charge Glasgow campaign to address a growing risk of fires linked to the incorrect disposal of batteries, vapes and small electrical devices.

Following a series of fires in refuse vehicles, partners raised awareness of the dangers associated with lithium-ion batteries, encouraging residents to use dedicated recycling points. The campaign responded to a wider national issue, with batteries and electrical devices linked to an estimated 1,200 fire-related incidents across the United Kingdom.

Through coordinated communications across television, radio, outdoor advertising and social media, the campaign delivered clear, consistent messaging to reach a wide audience. This helped improve public awareness, reinforced safe behaviours and reduced the risk of fires affecting waste infrastructure, frontline staff and the wider public.

Councillor Laura Doherty, City Convener for Neighbourhood Services and Assets, said:

> "We have seen at close hand in Glasgow the dangers posed by disposing of batteries and vapes, in ordinary bins. We have a responsibility to speak up and warn against failing to recycle batteries properly. Our staff, vehicles and depots can be put at enormous risk by one careless action. Lithium-ion batteries are a particular danger if they are crushed within a refuse vehicle or other waste processing equipment. I am extremely grateful for the backing we have received from the Scottish Fire and Rescue for the 'Take Charge Glasgow' campaign. The Fire Service clearly recognises the gravity of this issue, and I hope creating this united front has an impact on how people dispose of their batteries, vapes and electrical devices."

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This partnership demonstrates how joint action and targeted communication can prevent avoidable incidents, protect critical services and improve safety outcomes for communities.

A key learning was the importance of clear, high-visibility public messaging, ensuring people understand both the risks and the actions required to reduce them.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Glasgow Local Outcomes Improvement Plan: Family Poverty, Reducing Poverty and Inequalities in Glasgow's Communities
- National Performance Framework: Environment and Communities



Multi-Agency Effort to Prevent Bonfire Related Harm

Working in partnership with Glasgow City Council and Police Scotland, we supported Operation Moonbeam, a coordinated multi-agency initiative to reduce the risks associated with bonfire-related anti-social behaviour.

Across two days in November 2025, partners worked collaboratively to identify and safely remove bonfire materials from across the city. This proactive approach helped prevent unsafe bonfires,



reduced demand on emergency services and minimised disruption within communities during the Bonfire Night period.

The initiative resulted in a significant increase in the number of hazardous sites addressed compared to previous years, demonstrating the impact of early intervention and coordinated partnership working. By acting ahead of peak risk periods, partners improved community safety and reduced the likelihood of fire-related incidents.

A key learning was the value of proactive, multi-agency planning, enabling partners to act early, share information effectively and deliver a more coordinated response to seasonal risks.

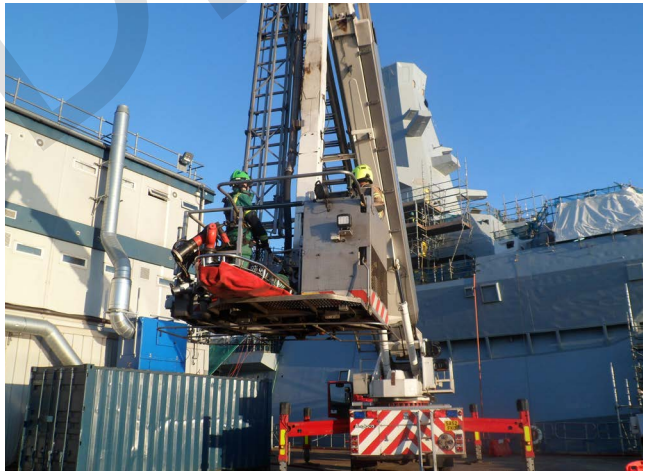
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WSDA – Our Initiatives









CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- Glasgow Local Outcomes Improvement Plan: Family Poverty, Reducing Poverty and Inequalities in Glasgow's Communities
- National Performance Framework: Communities and Poverty

Building Resilience Through Maritime Collaboration

Working in partnership with BAE Systems, Police Scotland and the Scottish Ambulance Service, we participated in a large-scale exercise at the Scotstoun shipyard, testing response to a fire onboard HMS Cardiff.

The complex, multi-casualty scenario provided a realistic environment to test mobilisation, incident command and communication across civilian and industrial partners. Crews deployed in a staggered

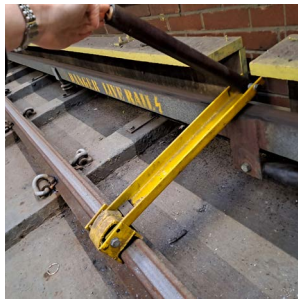
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response, enabling the exercise to replicate real-world conditions and pressures.

This training strengthened interoperability, improved understanding of site-specific risks and validated emergency procedures within a high-risk maritime and industrial setting. It also enhanced shared situational awareness and coordination across agencies.

A key learning was the importance of integrated multi-agency planning and realistic simulation, enabling partners to identify risks, test capabilities and improve readiness for complex incidents.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response
- Glasgow Local Outcomes Improvement Plan: Family Poverty, Reducing Poverty and Inequalities in Glasgow's Communities
- National Performance Framework: Communities and Economy

Strengthening Multi-Agency Response Through Targeted Training

We worked in partnership with Enhance Healthcare, Strathclyde Partnership for Transport, Police Scotland and the Scottish Ambulance Service to deliver a programme of multi-agency training exercises across transport and community environments.

Scenarios included a care home evacuation involving vulnerable residents and incidents within the subway network, including hazardous materials and lithium battery fires. These exercises

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provided realistic opportunities to test evacuation procedures, communication and joint decision-making across agencies.

By training in operationally relevant environments, partners improved interoperability, strengthened relationships and increased confidence in responding to complex incidents.

Andy Jamieson, Chief Executive Officer of Enhance Healthcare, said:

> "We were more than happy to facilitate this unique exercise which provided an opportunity to test our own procedures as a company, collaborate with Scotland's emergency services and strengthen emergency response and safety for everyone in our care."





Tony Grove, Senior Operations Officer – Subway, Strathclyde Partnership for Transport, said:

> "It was great working with you. I am looking forward to the next one!"

A key learning was the importance of diverse, realistic training environments, ensuring responders are prepared for a wide range of risks across different settings.

CONTRIBUTING TO:

- **SFRS Strategy**: Safe and Effective Response
- **Glasgow Local Outcomes Improvement Plan**: Family Poverty, Reducing Poverty and Inequalities in Glasgow's Communities
- National Performance Framework: Communities and Health



Ready, Resilient and Working Together

Working in partnership with Police Scotland (Counter Terrorism Policing), Argyll and Bute Council, Scottish Ambulance Service and a range of local resilience and health partners, we supported Exercise Shopboard to strengthen multi-agency preparedness for a potential terrorist incident.

Delivered as a structured tabletop exercise, the initiative brought together local and national partners to test joint arrangements across response and recovery phases. It provided a safe environment to explore decision-making, information sharing and coordination, helping to build a shared

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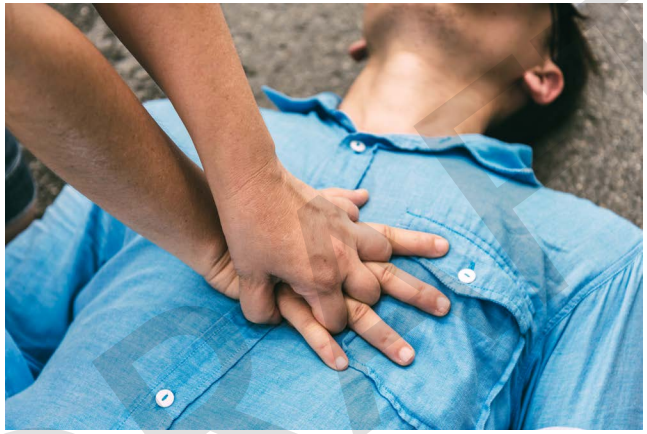
understanding of roles and interdependencies during complex incidents.

This collaborative approach improved shared situational awareness, strengthened professional relationships and increased confidence in collective capability to respond effectively to high-impact, low-frequency events. It also supported the identification of good practice and areas for improvement, informing future planning and multi-agency exercising.

A key learning was the value of structured, multi-agency discussion and early engagement, enabling partners to test assumptions, strengthen communication pathways and improve readiness for complex scenarios.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response
- Argyll and Bute Local Outcomes Improvement Plan: Community Wellbeing
- National Performance Framework: Communities



Heart Start Training Strengthens Community Resilience in Campbeltown

On Call crews at Campbeltown Community Fire Station partnered with J & A Mitchell & Company Limited to deliver Heart Start training for staff, strengthening local preparedness through practical lifesaving skills.

The initiative was led by an On Call Firefighter who also works as Warehouse Manager at Springbank Distillery, demonstrating strong links between local business and emergency services. Training took place at Campbeltown Community Fire Station, making full use of its facilities to support learning.

Sessions were delivered throughout November 2025 on Friday afternoons, providing participants with the confidence and skills to respond effectively in emergencies. Training focused on Cardiopulmonary Resuscitation and other essential techniques, equipping staff with knowledge that can be critical in time-sensitive situations.

The partnership strengthens local relationships while improving workplace and community safety, supporting shared priorities around health, wellbeing and preparedness.

Participant feedback was very positive, highlighting the value of gaining practical skills that can be applied both at work and in everyday life.

This activity reflects wider collaborative working in the area, including joint training with the Scottish Ambulance Service. Colleagues demonstrated equipment used at incidents, enhancing

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understanding of patient care and inter-agency working. These shared experiences improve coordination, strengthen relationships and contribute to safer outcomes for the community.





CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response, Investing in our People
- Argyll and Bute Local Outcomes Improvement Plan: Community Wellbeing
- National Performance Framework: Health and Communities

Glasgow Local Resilience Partnership

The Glasgow Local Resilience Partnership plays a central role in coordinating multi-agency arrangements to prepare for, respond to and recover from emergencies across the city.

During the reporting period, we worked closely with partners across a broad programme of activity, including planning, exercising, risk assessment and operational coordination. This ensured readiness to manage a wide range of risks affecting communities, infrastructure and major events.



Key activity included a series of multi-agency exercises, such as a transport-focused scenario, a university-based exercise, and joint activity linked to the Clyde Tunnel and Tidal Weir. These provided assurance around command and coordination arrangements, while identifying areas for improvement.

Further work included review of the Blochairn Market risk assessment in relation to the Multi-agency Incident Response Group, contribution to National Stadium contingency planning, and event planning for Scotland fixtures. Engagement with Glasgow City Council licensing meetings supported safe delivery of events across the city.

Operationally, partners worked together on incidents and emerging risks including the Union

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Street fire, the Petershill Road waste site, and disruptions linked to M8 infrastructure works. These examples highlight the importance of established relationships and shared awareness in managing complex situations.

Additional engagement included energy resilience planning with SP Energy Networks and liaison with Police Scotland relating to football fixtures and associated activity.

This work strengthens preparedness, supports coordinated decision-making and underpins effective response arrangements across Scotland's largest city. Learning from both exercises and incidents continues to inform improvements in information sharing and joint working.

Looking ahead, we will maintain a strong focus on partnership, planning and preparedness to ensure an effective response to emerging risks.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response, Safer Communities through Prevention
- Glasgow Local Outcomes Improvement Plan
- National Performance Framework: Communities and Environment

West Local Resilience Partnership

Across East Renfrewshire, Renfrewshire and Inverclyde, the West Local Resilience Partnership supported a wide range of planning, training and contingency activity.

This included multi-agency event planning with local authorities and participation in Safety Advisory Group meetings with Greenock Morton Football Club, contributing to event safety arrangements.

Partnership development also included collaboration with East Renfrewshire Council to establish asbestos register information sharing, improving awareness of risk and enhancing responder safety.

Additional activity included supporting a Council Incident Officer training event, engagement with the Port of Greenock through the Contingency Planning Liaison Group, and input to the Scottish Ambulance Service Event Lead course.



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This coordinated approach supports effective emergency arrangements and ensures risks linked to infrastructure, events and operational activity are well managed.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response, Safer Communities through Prevention
- All three Local Senior Officer Area Local Outcomes Improvement Plans
- National Performance Framework: Communities and Environment

Working Together to Inspire Future Careers

Through partnership working with Street League and local employability networks across East and West Dunbartonshire and Argyll and Bute, we delivered Fire Service Visibility Workshops for young people.

The initiative supports individuals aged 16 to 24 who are not in education, employment or training, helping them explore future opportunities, build confidence and gain practical awareness of fire safety.

Participants attended sessions as part of the Own Your Future programme in Helensburgh, Balloch and Dumbarton, which also provides support with Curriculum Vitae development, job applications and interview skills.

Workshops included fire safety discussions, equipment demonstrations and an introduction to the range of roles within the Service. The informal setting encouraged engagement, helping participants connect with crews and gain insight into emergency service careers. This approach



helps reach groups who may be less engaged with traditional services, providing meaningful interaction while supporting employability and awareness.

Iain Cameron, Street League Coordinator, commented:

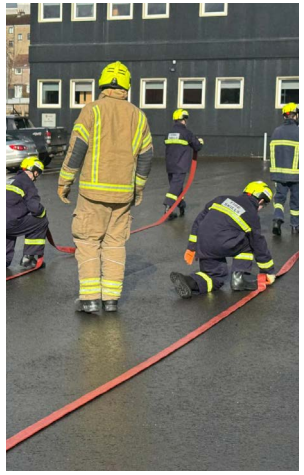
> "The fire station workshops are always a highlight. The young people leave with increased confidence and a clearer sense of the opportunities available to them."

Future development will include more practical elements and opportunities for follow-up engagement, supporting those with an interest in pursuing a career in the Service.

For more information visit: Street League

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CONTRIBUTING TO:

- **SFRS Strategy**: Investing in our People
- **East Dunbartonshire Local Outcomes Improvement Plan**: Employment and Skills, Children and Young People; and Safer and Stronger Communities
- **West Dunbartonshire Local Outcomes Improvement Plan**: Flourishing; Nurtured; Empowered; and Safe
- **Argyll and Bute Local Outcomes Improvement Plan**: Community Wellbeing
- National Performance Framework: Education; and Children and Young People

Empowering Young People with Skills for Life

Firefighter for a Day is delivered in partnership with West Dunbartonshire Council's Education, Learning and Attainment department, offering secondary pupils an opportunity to experience the role of a firefighter.

Delivered at Dumbarton and Clydebank Community Fire Stations, the programme provides small groups with hands-on experience, including the use of Personal Protective Equipment and participation in practical activities alongside operational crews.

Participants explored the station environment, learned how firefighters prepare for incidents, and gained experience using equipment such as hoses on the drill ground. Sessions also included basic Cardiopulmonary Resuscitation training, road safety messages and an introduction to Breathing Apparatus procedures.

The programme was delivered across several schools, including St Peter the Apostle High School, Clydebank High School, Our Lady & Saint Patrick's High School, Dumbarton Academy, Vale of Leven Academy, Kilpatrick School (Assisted Special Needs) and Choices School (Assisted Special Needs).

Participant feedback included:

> "It was great" and "Course was excellent."

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Geraldine McAdam, Developing Young Workforce School Coordinator, St Peter the Apostle High School, said:

> "Really valuable and enjoyable experience for the young people."

The programme provides practical learning, introduces young people to emergency services and supports engagement with education and employability pathways.

Key learning highlighted that short, focused sessions allow tailored delivery and meaningful interaction.

This model will continue to shape future delivery, with opportunities to expand reach and introduce more specialised follow-up sessions.

CONTRIBUTING TO:

- SFRS Strategy: Investing in our People
- West Dunbartonshire Local Outcomes Improvement Plan: Flourishing; Nurtured; Empowered; and Safe
- National Performance Framework: Education; and Children and Young People

Building Confidence, Skills and Safer Pathways Through FireSkills

The FireSkills Programme is delivered by our East Renfrewshire, Renfrewshire and Inverclyde Community Action Team in partnership with local authorities and key agencies, supporting young people who may be vulnerable or at risk.

The programme combines classroom learning with practical activity, covering fire safety, first aid, teamwork and decision-making. Participants work with operational crews and partners, developing practical skills and awareness in a structured setting.

In East Renfrewshire, a programme supported by East Renfrewshire Council concluded in February 2026, delivered with Police Scotland and the Council's Development Team. In Inverclyde, a further programme concluded in March 2026 with support from Inverclyde Council, Police Scotland and Medics Against Violence.

In Highland, the Stay on Side FireSkills initiative took place in January 2026 at Fort William Community Fire Station with pupils from Lochaber High School. Delivered with Police Scotland and The Highland Council, the programme supports young people at risk of offending through practical engagement.

Participants took part in activities including Breathing Apparatus search and rescue, water safety and Road Traffic Collision scenarios. Feedback highlighted improved engagement, with some progressing to further education through the University of the Highlands and Islands.

Partners will continue to develop the programme to extend its reach and strengthen outcomes for participants.

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CONTRIBUTING TO:

- **SFRS Strategy**: Investing in our People
- **East Renfrewshire Local Outcomes Improvement Plan**: Children and Young People Flourish; and We All Live Well
- **Inverclyde Local Outcomes Improvement Plan**: Empowered People; Working People; Healthy People and Places; and A Supportive Place
- **Renfrewshire Local Outcomes Improvement Plan**: Well; Fair; and Safe
- National Performance Framework: Education; and Children and Young People

Bringing Joy to Children across Glasgow Through Community Giving

Firefighters from all 11 Glasgow Community Fire Stations supported a public appeal for toy and gift donations, working in partnership with Spirit Aid to assist children and families during the Christmas period.

Fire stations acted as drop-off points for new, unwrapped toys, with donations distributed directly to families through the charity. The initiative helped ensure children across the city received gifts at Christmas while supporting wider efforts to address hardship.

Spirit Aid's Patrick Rolink said:

> "Spirit Aid are delighted to have the practical support from the Scottish Fire and Rescue Service in our efforts to give children living in poverty a good Christmas. We are delighted to enjoy this partnership, and we are confident that this will benefit many in our communities. We also acknowledge the generosity of the people of Glasgow and welcome this additional resource to enable their continued support."

The initiative strengthened local engagement and demonstrated a wider community role beyond emergency response, supporting families and encouraging public involvement.

Learning from this activity highlighted the benefits of partnership with the third sector and will inform future community-based initiatives across the city.

CONTRIBUTING TO:

- **SFRS Strategy**: Investing in our People, Safer Communities through Prevention
- **Glasgow Local Outcomes Improvement Plan**: Family Poverty, Reducing Poverty and Inequalities in Glasgow's Communities
- National Performance Framework: Poverty and Communities



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5. National Initiatives

Read on

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Our National Initiatives

Across Scotland, we strengthened national partnerships to improve community safety, prevention, wellbeing and operational capability. Working collaboratively with public, private and third sector organisations, we delivered coordinated activity that enhanced resilience, supported vulnerable people and ensured effective, joined-up services at both local and national levels.

Our partnerships enabled a more targeted and data-driven approach to prevention. This included improving intelligence and learning through national water safety arrangements, reducing road harm through coordinated behaviour-change campaigns and strengthening referral pathways through the introduction of a new Home Fire Safety Visit application. Collaboration with housing and health partners also enhanced early identification of risk, ensuring support reaches those most vulnerable at the earliest stage.

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Our National Initiatives

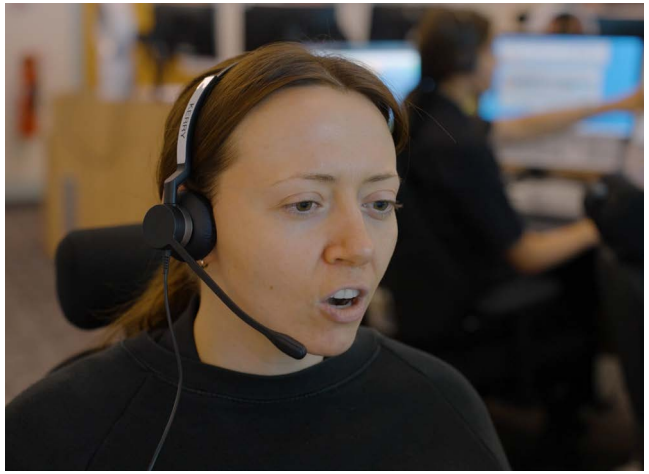
We continued to invest in innovation and capability through partnerships that combined frontline expertise with research and technology. This included work with academic institutions to strengthen understanding of emerging risks such as wildfire, alongside digital innovation projects developed through the CivTech programme to support incident command and firefighter safety. Multi-agency collaboration also strengthened operational readiness, with joint exercising and shared capability development improving collective response to complex incidents.

Partnership working has also supported our commitment to developing future generations and strengthening communities. Through national mentoring and employability programmes, including work with MCR Pathways and Career Ready, we supported young people to build confidence, skills and positive pathways into education and employment. Wider youth engagement activity has provided practical learning opportunities, helping young people develop resilience and contribute positively to their communities.

Supporting the wellbeing of our workforce remains central to our national approach. Collaboration with specialist partners have strengthened access to mental health support, promoted awareness of health conditions and reinforced a culture of openness and care. Alongside this, investment in systems and partnerships to reduce workplace risks has supported a safer and healthier working environment for our people.

Together, these partnerships demonstrate how a coordinated, national approach enables smarter use of resources, earlier intervention and improved outcomes. By combining innovation, prevention and collaboration, we continue to strengthen resilience, protect communities and ensure our people are equipped to deliver safe, effective and modern fire and rescue services across Scotland.





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Our National Initiatives



Building Stronger Partnerships to Save Lives

Working in partnership with Save a Life for Scotland, the British Heart Foundation and the Scottish Ambulance Service, we continued to strengthen a national approach to improving readiness and survival from Out of Hospital Cardiac Arrest (OHCA).

This collaboration combines clinical expertise, national strategy and frontline insight to improve Cardiopulmonary Resuscitation awareness and target support where it is most needed. A key milestone was the launch of the British Heart Foundation Report Bridging the Survival Divide: Strategically Improving OHCA Outcomes at the Scottish Parliament, reinforcing a shared commitment to improving survival rates across Scotland.

Through joint working, partners have strengthened understanding of risk and need, enabling more effective targeting of prevention activity. Initiatives such as CAREzones, developed in partnership with Save a Life for Scotland, use local intelligence to identify communities with lower access to defibrillators and Cardiopulmonary Resuscitation knowledge. This approach supports the targeted placement of defibrillators and delivery of community training, ensuring resources are directed where they can have the greatest impact.

This partnership has improved coordination across agencies, enhanced evidence-based decision making and strengthened community resilience by increasing the likelihood of early intervention in cardiac emergencies.

A key learning is the value of combining national expertise with local intelligence, enabling a more targeted and effective approach to improving outcomes.

Building on this work, partners will continue to expand joint activity, including public engagement and training initiatives, ensuring a consistent and coordinated national approach to improving Out of Hospital Cardiac Arrest survival.

For more information visit:

- British Heart Foundation: Bridging the Survival Divide
- Save a Life for Scotland: Cardiac Arrest Rescue zones (CAREzones)

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- National Performance Framework: Health and Communities

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Our National Initiatives

Driving Change Together Safer Roads for Scotland

Working in partnership with Transport Scotland, Road Safety Scotland, local authorities and community safety partners, we continue to play a central role in a national effort to reduce Road Traffic Collisions and fatalities across Scotland.

Through this collaboration, targeted campaigns such as Slow Down, Save Lives and Don't Risk It address key risks including speed, distraction and impairment. Our crews and Community Safety Engagement Officers work alongside partners to deliver interactive sessions in schools, communities and high-risk locations, supported by coordinated national and local communications.

This approach combines national strategy with local delivery, ensuring consistent messaging while targeting those most at risk. Data-led interventions, including engagement along high-collision routes and with vulnerable road users, have strengthened awareness and encouraged safer behaviours. By pooling expertise and resources, the partnership achieves wider reach, improved efficiency and greater impact.

A key learning is the importance of combining national campaigns with targeted local engagement, ensuring prevention activity is both consistent and responsive to community needs.

Moving forward, partners will expand the use of immersive learning approaches such as virtual reality simulations, strengthen data sharing and continue to target interventions in high-risk areas, supporting Scotland's ambition of Vision Zero.

For more information visit:

- Road Safety Scotland

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- National Performance Framework: Communities and Economy



Modernising Referral Pathways Through Collaboration

Working with a wide range of partner organisations, we have delivered a coordinated programme of engagement and training to support the rollout of a new Home Fire Safety Visit application, strengthening referral pathways and improving prevention outcomes across Scotland.

More than 971 partner organisation staff and 345 of our employees have taken part in training, including group and one-to-one sessions delivered via Microsoft Teams. This has ensured users are confident in accessing the system, understanding referral processes and operating within the Data Sharing Framework.

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This collaborative approach has strengthened how partners identify and refer individuals at risk, improving the speed, accuracy and consistency of referrals. Enhanced information sharing and more efficient processes support earlier intervention, enabling those most vulnerable to receive timely and appropriate support.

As a result, prevention activity is now more coordinated and targeted, improving outcomes for individuals while increasing confidence and capability across partner organisations.

A key learning is the importance of consistent engagement and training, ensuring new systems are fully embedded and used effectively across all partners.

With the partner-facing element of the application now progressing towards full rollout, ongoing support and monitoring will ensure continued improvement, informed by user feedback and referral activity.

Together, we are building safer homes and brighter futures one referral, one visit, and one life at a time.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention, Improving Performance, Investing in our People
- National Performance Framework: Communities and Health

Creating Safer Futures for Vulnerable Communities

Working in partnership with Dolby Vivisol, a key provider of home oxygen services across Scotland, we strengthened our approach to protecting individuals at increased risk of fire in the home.

Through this collaboration, Home Fire Safety Visit postcards are included in every oxygen equipment pack, ensuring vulnerable service users receive essential safety information and are encouraged to



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access support. In addition, Dolby Vivisol notifies our Operations Control when oxygen is installed, improving operational awareness and enabling earlier, targeted prevention activity.

This approach supports early identification of high-risk households, improves access to prevention services and enhances safety for individuals using home oxygen. By combining healthcare provision with fire safety intervention, the partnership strengthens coordination across services and ensures consistent support for some of the most vulnerable people in Scotland.

Key benefits include improved identification of vulnerable individuals, increased referrals for Home Fire Safety Visits, enhanced operational intelligence and strengthened links between health and emergency services.

A key learning is the importance of integrating prevention activity within healthcare delivery, ensuring safety interventions are embedded at the point of need.

Building on this work, partners are exploring further joint initiatives, including awareness campaigns, enhanced data sharing and targeted activity in areas of higher demand.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- National Performance Framework: Health and Communities

Strengthening Fire Safety Across Scotland's Housing Associations

Working in partnership with the Scottish Federation of Housing Associations, we have strengthened collaboration to improve fire safety and reduce risk across housing communities throughout Scotland.

Through regular engagement, including quarterly meetings and shared communications, the partnership has improved early identification of fire



risks and strengthened referral pathways, ensuring vulnerable tenants receive timely Home Fire Safety Visit support.

The Scottish Federation of Housing Associations represents a wide network of housing providers, giving this partnership significant national reach. By combining insight and expertise, partners are improving access to vulnerable households and supporting more consistent fire safety practices across the housing sector.

A key outcome of this collaboration is the development of a standardised Home Fire Safety Visit Checklist, designed for use across housing associations. This shared tool aims to improve the consistency of risk identification, enhance referral quality and support more targeted intervention for those most at risk.

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This coordinated approach strengthens prevention activity, improves tenant safety and supports safer, more resilient communities across Scotland.

A key learning is the value of shared tools and consistent approaches, enabling partners to deliver more effective and coordinated prevention at scale.

Next phase activity will focus on rolling out the checklist, supported by guidance, communication and ongoing partnership engagement to ensure effective implementation.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention, Improving Performance
- National Performance Framework: Communities

Social Housing Cladding Oversight and Assurance Group

Working in partnership with the Scottish Government Cladding Remediation Directorate, local authorities, registered social landlords and specialist stakeholders, we contribute to the Social Housing Cladding Oversight and Assurance Group, supporting a coordinated approach to managing fire risk in Scotland's social housing sector.

The group provides national oversight of cladding-related risks, bringing partners together to monitor progress on assessments, mitigation and remediation, while identifying emerging challenges and risks. Through this collaborative forum, partners share intelligence, align activity and ensure that risk to life remains central to decision-making.

A key benefit of the partnership is the early identification of fire safety concerns. Through the group, partners provide early sight of emerging risks, enabling our Fire Safety Enforcement function to support timely advice, enhance operational preparedness and engage proactively before issues escalate.

This coordinated approach strengthens prevention by improving consistency in how risks are assessed and managed across Scotland. It also enhances links between national policy and local delivery, ensuring fire safety considerations are embedded throughout remediation activity.

A key learning is the importance of early engagement and shared intelligence, enabling partners to act proactively and reduce reliance on reactive interventions.

Looking ahead, ongoing collaboration will continue to strengthen national assurance arrangements and reduce risk to life across Scotland's housing stock.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- National Performance Framework: Communities

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National Risk Steering Group Supporting Risk Preparedness

Working in partnership with the Scottish Government, emergency responders and supporting agencies, we contribute to the National Risk Steering Group, a key multi-agency forum at the centre of Scotland's risk and preparedness framework.

The group provides strategic oversight and coordination for national risk assessment, supporting delivery of the Risk Preparedness Assessment and ensuring a consistent, collaborative approach across organisations. Through regular engagement, partners align activity, monitor progress and address emerging risks collectively.

This partnership improves shared understanding of national risks and strengthens coordination between agencies, ensuring preparedness activity is aligned and outcomes focused. By bringing together insights from planning, exercising and response, the group supports continuous improvement and reinforces confidence in Scotland's resilience arrangements.

A key learning is the value of clear governance, shared accountability and early engagement, enabling partners to respond effectively to complex and evolving risks.

We will continue to work with partners to build on this collaboration, ensuring that national risk arrangements remain responsive, coordinated and effective.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- National Performance Framework: Communities and Environment

Strengthening Major Event Preparedness Through Partnership

Working in partnership with Glasgow Life, alongside wider resilience and event partners, we have strengthened preparedness for major events, including the Glasgow 2026 Commonwealth Games.

Early and proactive engagement with Glasgow Life enabled the identification of key venues across its extensive estate, supporting the timely development of Operational Intelligence. This collaborative approach improved shared understanding of risk, allowing partners to plan effectively and implement proportionate mitigation measures ahead of high-profile events.

Through this partnership, we have enhanced visibility of complex and nationally significant venues, strengthening preparedness for both routine operations and periods of increased demand. A structured programme of Operational Intelligence gathering and maintenance is now being implemented, ensuring that risk information remains current and accessible to operational crews, supporting firefighter safety and informed decision-making.

We also worked closely with Glasgow Life to deliver dedicated Continuing Professional Development, improving understanding of building risk, intelligence requirements and operational considerations. This has strengthened relationships,

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increased confidence and reinforced a shared commitment to risk-based planning.

This partnership has improved intelligence quality, strengthened coordination and enhanced preparedness across agencies, contributing to safer public events and increased community confidence.

The wider contribution of the Scottish Fire and Rescue Service to Glasgow 2026 was recognised by Phil Batty OBE, CEO of Glasgow 2026, who said:

"The support of the Scottish Fire and Rescue Service throughout the planning and delivery of the Games was greatly valued. Your response to the major Union Street fire in the months before the Games was also a powerful reminder of the professionalism and resilience on which the city depends. With Glasgow Central such an important arrival point for visitors, the work undertaken in the aftermath of the fire mattered enormously as Glasgow prepared to welcome the Commonwealth."

A key learning is the importance of early engagement, shared risk ownership and structured intelligence management, enabling partners to plan proactively and respond effectively.

We will continue to build on this partnership by embedding the structured Operational Intelligence programme for Glasgow Life premises and maintaining regular engagement as Games planning progresses. Opportunities to extend this approach to other strategic partners and high-risk estates will be explored, ensuring a consistent and resilient intelligence led preparedness model that extends beyond the Games and supports long term community safety.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- National Performance Framework: Communities and Economy

Building Resilient Communities through Connecting Community Assets

Working in partnership with local authorities, resilience partners, voluntary sector organisations, businesses and private individuals, we have strengthened community resilience through the development of the Community Asset Register.

This national initiative provides a shared database of volunteers, resources and specialist skills that can be mobilised to support emergency responders and communities during incidents. The register includes contributions from businesses, voluntary organisations and individuals, enabling a coordinated, community-based response when additional support is required.

A key development has been the transfer of the Community Asset Register to ResilienceDirect, the Cabinet Office's secure platform. This has significantly improved accessibility for all resilience partners, enhancing visibility of available assets

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and enabling quicker, more coordinated decision-making during incidents.

This shared approach strengthens preparedness and response by improving access to local resources, supporting more effective multi-agency collaboration and reducing the impact of incidents on communities.

A key learning is the importance of shared visibility and maintained data accuracy, ensuring that resources are reliable, accessible and ready for use when needed.

As this work develops, partners will continue to expand the register, improve data quality and embed its use within local and national resilience planning.

For more information visit:

- Community Asset Register

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention
- National Performance Framework: Communities and Environment

Supporting National Resilience Through ResilienceDirect

Working in partnership with a wide range of resilience partners, we support the ResilienceDirect Scottish User Group, a multi-agency forum established to promote consistent and effective use of ResilienceDirect across Scotland. The group is chaired by our Resilience Group Commander, reflecting our leadership role in strengthening national resilience arrangements.

Membership includes agencies from across Scotland, working collectively to improve awareness, accessibility and confidence in the use of ResilienceDirect as a shared platform for planning, response and recovery. Through this partnership, responders are better able to access information, collaborate effectively and support coordinated decision-making during incidents.

The group has worked closely with the ResilienceDirect Helpdesk and the Civil Contingencies Liaison team to deliver a programme of training, supporting responders to build practical skills and confidence in using the platform. This has improved consistency in how ResilienceDirect is used across organisations and strengthened multi-agency coordination during both preparedness and response activity.

This collaborative approach has enhanced information sharing, improved interoperability and increased confidence in the use of shared systems, enabling a more coordinated and effective response to emergencies.

A key learning is the importance of joint training and shared ownership of national systems, ensuring consistent adoption and effective use across all partners.

Going forward, the group will explore opportunities to broaden engagement with additional responder agencies and embed ResilienceDirect use more fully into routine planning and exercising activity across Scotland.

For more information visit: ResilienceDirect

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention, Safe and Effective Response
- National Performance Framework: Communities and Innovation

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Our National Initiatives

Advancing Safety Through Lithium-Ion Battery Research and Partnership Working

Working in partnership with the Faraday Institution, Newcastle University, the Scottish Environment Protection Agency, Police Scotland and the Scottish Ambulance Service, we are leading a national multi-agency collaboration to improve understanding of lithium-ion battery fire behaviour and associated risks.

This partnership brings together academic research, regulatory expertise and operational experience to explore hazards such as thermal runaway, off-gassing and post-fire damage. Controlled testing at our Joint Scottish Fire Investigation Training and Research Facility in Portlethen has provided valuable insights into fire development, gas emissions and environmental impact in realistic conditions.

The Faraday Institution and Newcastle University have led research into volatile organic compounds produced during battery failure, while the Scottish Environment Protection Agency has supported analysis of fire gases and validated monitoring equipment using the Minerva carbon capture system. Our Fire Investigation teams have contributed operational expertise, improving understanding of fire behaviour and supporting future incident investigation.

The programme has also enabled wider partner learning, with Police Scotland and the Scottish Ambulance Service supporting improved scene safety awareness and operational decision-making.

This collaborative approach strengthens the evidence base for managing risks associated with emerging energy technologies, informing operational response, investigation and regulatory practice. It also supports safer communities by improving preparedness for incidents involving lithium-ion batteries, which are increasingly present in domestic and commercial settings.

A key learning is the importance of early collaboration between research, operational and regulatory partners, enabling shared understanding of emerging risks and supporting proactive prevention.

As work develops, partners will expand collaboration to include Trading Standards and explore further testing of new battery technologies, ensuring continued development of guidance, training and public awareness.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention, Innovation and Investment
- National Performance Framework: Innovation and Environment

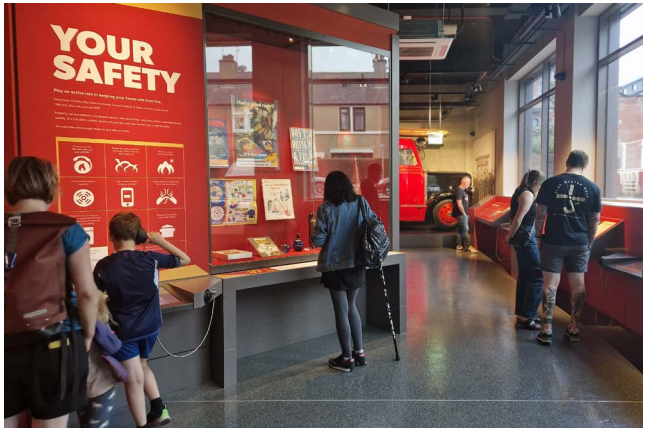
Supporting Inclusive Access to Heritage through Partnership

Working in partnership with Deaf Action, our Museum of Scottish Fire Heritage contributed to the Edinburgh Deaf Festival, an accessible celebration of deaf culture, language and heritage.

As part of the festival, British Sign Language guide Babs Brown delivered dedicated tours of the museum, providing deaf participants with inclusive access to Scotland's firefighting history.

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Our National Initiatives



The sessions enabled attendees to engage fully with the collections before exploring the museum independently.

Two sessions were delivered, offering 24 places in total, with strong demand demonstrated through a fully booked event. This highlights the importance of accessible provision and inclusive engagement in widening participation.

This partnership has improved access to heritage, strengthened relationships with the deaf community and supported a more inclusive approach to public engagement. It also demonstrates how collaboration can remove barriers and ensure that cultural experiences are accessible to all.

Looking ahead, plans are underway for continued involvement in future festivals, further strengthening inclusive access and engagement.

CONTRIBUTING TO:

- SFRS Strategy: Safer Communities through Prevention, Investing in our People
- National Performance Framework: Human Rights and Culture

Operation Portaledge

– Multi-Agency Fire Investigation and Serious Crime Partnership: Supporting Criminal Justice Through Fire Investigation Partnership

Operation Portaledge demonstrates effective partnership working between our Fire Investigation function, Police Scotland and the Scottish Police Authority in response to linked wilful fire-raising offences across Scotland.

Fire Investigation Officers supported Police Scotland throughout the enquiry, from initial scene examination to court proceedings, providing specialist technical expertise to establish origin and cause. This included the deployment of a Fire Investigation Search Dog to detect accelerants, supporting evidential development at key locations.

This collaborative approach ensured clear, robust evidential findings aligned with Police Scotland's investigative work. The strength of this partnership was reflected in successful court outcomes, with three individuals pleading guilty to multiple charges of wilful fire-raising with danger to life.

The operation highlights the critical role of Fire Investigation in supporting serious crime investigations, contributing directly to public safety and justice outcomes. By removing ongoing risk and reinforcing the consequences of deliberate fire-setting, the partnership supports safer communities and strengthens public confidence.

A key learning was the importance of early integration and professional trust, ensuring expertise is embedded at the outset to strengthen

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Our National Initiatives

evidence, improve efficiency and support effective progression through the justice process.

Learning from Operation Portaledge continues to inform joint approaches to serious and organised fire-related crime, supporting ongoing collaboration, capability development and preparedness for future incidents.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response
- National Performance Framework: Communities

Wildfire Danger Assessment in Scotland: Strengthening Wildfire Resilience Through Research and Partnership

Working in partnership with the Scottish Government and the University of Edinburgh, we are supporting the development of a new Wildfire Danger Assessment system to strengthen Scotland's resilience to increasing wildfire risk.

Led by Professor Rory Hadden and Dr Zach Campbell-Lochrie at the University of Edinburgh, the project brings together academic expertise and operational insight to develop both short- and long-term wildfire risk forecasting. This work responds to the growing impact of climate change, highlighted by the unprecedented 2025 wildfire season, including Scotland's largest recorded wildfire at Dava/Carrbridge.

The system will support a wide range of stakeholders. For SFRS, it will enhance operational planning and inform the development of a new wildfire risk layer within the Community Risk Index Model. For land managers and partners, it will provide long-term insight to support mitigation and land-use decisions, while improving public awareness through clearer, evidence-based risk communication.

By automating assessment processes and aligning with existing risk modelling systems, the initiative will improve the consistency and accuracy of wildfire risk forecasting, supporting more effective resource planning and response across Scotland.



This partnership strengthens the evidence base for managing wildfire risk and supports a more coordinated, data-driven approach to resilience across agencies.

A key learning is the importance of integrating research and operational expertise, ensuring emerging risks are understood early and addressed proactively.

Partners are exploring further collaboration with organisations such as the James Hutton Institute, supporting continued development of national wildfire knowledge and long-term resilience planning.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response, Innovation and Investment
- National Performance Framework: Environment and Innovation

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Our National Initiatives











Firefighters Join Forces with British Army to Test Medical Response Skills

In January 2026, we hosted Exercise Tartan Serpent at our National Training Centre, working in partnership with the British Army, Police Scotland, Disaster Victim Identification, the Scottish Ambulance Service, United Kingdom International Search and Rescue teams and The Salvation Army to test joint response to a large-scale, multi-casualty incident.

The exercise simulated a gas explosion involving a collapsed structure and multiple casualties, enabling our Urban Search and Rescue and Rope Rescue teams to operate alongside Army medical personnel delivering care through a fully functioning field hospital. Approximately 70 of our personnel and 30 casualty role players contributed to a realistic and high-pressure training environment.

This collaboration tested interoperability across emergency and military partners, including casualty extrication, medical handover and coordinated incident command. It strengthened command



and control arrangements, communication and decision-making in complex, high-risk scenarios.

Officer Commanding 144 (Parachute) Medical Squadron, Major Josh March, said:

> "Soldiers and officers in 144 (Parachute) Medical Squadron are trained to treat the injured from the first minutes, through evacuation and into damage control surgery."
>
> "As Army Reservists, many of us also work in the NHS and other emergency services. Collaborative training brings those skills together and keeps our medics sharp on the basics; while ensuring we are ready to provide care in the most complex environments."

This exercise enhanced operational readiness, strengthened relationships between civilian and military responders and improved collective capability to deliver effective medical care in complex environments.

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Our National Initiatives

A key learning was the importance of integrated training across specialist capabilities, ensuring seamless coordination between rescue, medical and command functions.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response
- National Performance Framework: Communities and Health

Enhancing Resilience Through Collective Effort

Working in partnership with the Scottish Ambulance Service, Police Scotland, British Transport Police, Maritime and Coastguard Agency, Explosive Ordnance Disposal, British Armed Forces, Local Resilience Partnerships, private organisations, third sector partners and BlackBerry, we have strengthened national preparedness for high-impact and terrorist-related incidents.

Through our National Interagency Liaison Officer and Marauding Terrorist Attack Special Responder cadre, we supported a programme of joint training, exercises and policy development across agencies, enhancing coordination and shared operational understanding.

A key development was the implementation of BlackBerry AtHoc, enabling rapid identification and mobilisation of responders to incidents involving terrorism. This supports a reduction in the 'Care Gap' - the critical period between incident occurrence and delivery of life-saving medical intervention.

Following the Manchester Arena Inquiry, we also worked in partnership with Police Scotland Authorised Firearms Officers and the Scottish Ambulance Service to implement Ten Second Triage. This rapid assessment method enables responders to prioritise casualties quickly during mass casualty incidents, improving the speed and effectiveness of medical response.

In addition, collaboration with the Scottish Environmental Protection Agency has enhanced access to information on sites with radioactive sealed sources, supporting informed decision-making and firefighter safety during hazardous incidents.

This coordinated approach strengthens interoperability, improves response capability and enhances preparedness for complex, high-consequence events across Scotland.

A key learning was the importance of shared capability development and rapid deployment systems, ensuring that partners can act quickly and cohesively during major incidents.

CONTRIBUTING TO:

- SFRS Strategy: Safe and Effective Response, Innovation and Investment
- National Performance Framework: Communities and Innovation

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Our National Initiatives

Advancing Fire Investigation Through National Partnership and Research

Working in partnership with the Scottish Police Authority Forensic Services, Police Scotland, the University of Dundee (Leverhulme Research Centre for Forensic Science) and international partners including the Danish Police, we continue to develop the Joint Scottish Fire Investigation Training and Research Partnership at Portlethen.

Based at our training facility, this nationally significant partnership provides a shared environment for training, testing and research, bringing together operational, forensic and academic expertise to strengthen fire investigation practice across Scotland.

Through joint training, live fire exercises and collaborative research, partners are improving investigative capability, evidential standards and consistency in decision-making. Purpose-built training environments allow scenario-based learning with known outcomes, supporting controlled and repeatable development of skills.

The facility has hosted complex multi-agency simulations, including organised crime and illicit drug laboratory scenarios, alongside live burn training that enables partners to study fire development, behaviour and post-incident evidence.

This collaborative approach has strengthened competence, improved consistency in investigative practice and enhanced inter-agency working, contributing directly to improved justice outcomes and public confidence. It has also created a shared national resource, reduced duplication and enabling more efficient use of specialist capability.

A key learning is the value of early co-design and shared learning environments, enabling partners to better understand roles, align approaches and improve outcomes in complex investigations.



The partnership continues to evolve, with plans to expand multi-agency scenarios, increase research activity and develop virtual learning tools to support consistent, high-quality training.

CONTRIBUTING TO:

- **SFRS Strategy**: Safe and Effective Response, Innovation and Investment
- National Performance Framework: Innovation and Communities

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Our National Initiatives



Celebrating Five Years of Transformative Mentoring

Working in partnership with MCR Pathways, we have supported young people across Scotland through a mentoring programme that helps build confidence, resilience and brighter futures.

Over five years, more than 100 members of our workforce have volunteered around 3,000 hours to mentor 140 young people. Through weekly sessions in schools, mentors provide guidance, encouragement and a consistent, trusted presence as young people navigate education and career pathways.

The impact of the programme extends beyond career advice, supporting confidence, wellbeing and self-belief among participants.

Oliver said:

> "The word 'mentoring' feels safe, like someone you can rely on. It can be easier to open up to someone outside your family."
>
> "We connected through sports and games, and that helped me become more confident. Having that hour every week to talk about anything without judgement is a massive relief and helps in feeling better about yourself."

Ben said:

> "Mentoring is one of the best things for getting through the senior phase of school. It's great having someone you can talk to every week. We connected through honesty and getting to know each other. Being a teenager means having lots of ideas, and school can rush you."
>
> "Mentoring helped me figure out what I want to do. It's amazing to have a trustworthy adult who always has your back."

Mentors also highlighted the mutual benefits of the programme.

Ryan Howie said:

> "There's so much pressure on young people to have their lives mapped out so early. Giving an hour a week to support someone's confidence and opportunities felt like time well spent. I've seen Oliver's confidence grow from me steering the conversation to now having a balanced, natural chat."

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Craig Connolly said:

> "The SFRS has a course called FireSkills and I was an instructor teaching young people teamwork, communication and problem-solving. Seeing them unlock potential they didn't know they had was incredible. Mentoring felt like the perfect next step to help another young person grow. I build connections by being true to my word, showing up, remembering what matters to them, and letting trust grow naturally."

Sharon MacIntyre, Chief Executive of MCR Pathways, said:

> "Mentors like Craig and Ryan, who show up every week despite demanding roles as firefighters, are crucial to helping young people find paths to brighter futures. A trusted adult who turns up unconditionally can transform a young person's life."
>
> "That power of having one trusted adult unconditionally in your corner, who consistently turns up for their young person, no matter what, can be truly transformational and life changing. We are truly grateful for all that the Scottish Fire and Rescue Service are doing in supporting young people through MCR Pathways and in championing the power of mentoring and encouraging more staff to come forward in becoming mentors."

Activities such as visits to our National Training Centre have further strengthened engagement, giving young people insight into careers while building aspiration and awareness.

This partnership demonstrates how sustained, relationship-based intervention can support positive life outcomes, helping young people to develop confidence, skills and ambition.

A key learning is the importance of consistent, trusted relationships, enabling meaningful and lasting impact beyond short-term interventions.

For information about becoming a mentor please visit: **MCR Pathways Become a Mentor**

CONTRIBUTING TO:

- **SFRS Strategy**: Investing in our People
- National Performance Framework: Children and Young People; and Education

Building Futures Through Our Partnership with Career Ready

Working in partnership with Career Ready, we support young people across Scotland to develop skills, confidence and career opportunities through a structured mentoring and internship programme.

The 18-month programme connects S5 and S6 students with mentors and provides a four-week paid internship at our National Training Centre in Cambuslang. This experience combines practical and classroom-based learning with structured development in areas such as Curriculum Vitae writing, interview skills and communication.

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This partnership enables young people to gain valuable insight into the world of work while helping us engage directly with future talent and support workforce diversity and development.

Rose King, Regional Manager for Career Ready, said:

> "As a social mobility charity Career Ready are passionate about helping young people, who do not have access to workplace opportunities and networks, achieve their career and life goals no matter their background, connecting them with employers through mentoring and paid internships in the workplace, a unique programme in Scotland."

Leanna Sinclair, Partnerships Manager (Scotland), said:

> "Career Ready love to work with partners who understand the transformative impact that mentoring paired with paid internships can have for the social mobility of a young person, and who provide meaningful workplace experiences that allow young people to build their knowledge, network, confidence and social skills in the world of work, no matter what sector or size of workplace that may be."

Participants also shared their experiences:

A 2025 Career Ready Intern said:

> "Surreal, once in a lifetime experience. Loved every moment of this experience and wish I could do it longer."

Another 2025 Intern said:

> "This has been the best experience of my life!"

The programme also delivers significant benefits for mentors, supporting the development of leadership, communication and coaching skills while providing a meaningful opportunity to make a positive impact.

This partnership contributes to wider organisational and national priorities, including improving social mobility, supporting young people's wellbeing and delivering long-term workforce sustainability.

A key learning is the value of structured, long-term engagement combining mentoring with real-world experience, ensuring meaningful and lasting outcomes for participants.

Next phase activity will see the programme continue to expand, with increased mentor provision and ongoing recruitment to support future cohorts.

CONTRIBUTING TO:

- **SFRS Strategy**: Investing in our People
- National Performance Framework: Education; and Children and Young People

Protecting Our People from Contaminants

April 2026 marked one year since the introduction of the Fire Contaminants Standard Operating Procedure, representing a major step forward in

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protecting the health, safety and wellbeing of our workforce.

The Standard Operating Procedure was developed in partnership with the Fire Brigades Union through the work of our Contaminants Group, ensuring a collaborative approach that supported shared ownership and effective implementation. Backed by an investment of approximately £3 million, the programme has delivered significant improvements across fire stations and training centres nationwide.

Key developments have included the provision of 2,200 sets of reserve Personal Protective Equipment across 36 locations, the rollout of contaminated Personal Protective Equipment storage and handling systems, and the introduction of improved tracking and laundering processes. Enhancements to firefighter decontamination facilities, including shower upgrades and zoning plans, have further strengthened protection measures.

This work aligns with national developments, including the National Fire Chiefs Council's position on contaminants in fire and rescue activities, demonstrating a coordinated approach to reducing exposure to harmful substances.

The implementation of these measures has improved operational practices, strengthened workforce confidence and reduced the risks associated with long-term contaminant exposure.

A key learning is the importance of sustained partnership working, investment and workforce engagement, ensuring that safety improvements are embedded effectively and consistently across the Service.

This initiative demonstrates a clear commitment to protecting our people, supporting a safer and healthier working environment now and into the future.

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CONTRIBUTING TO:

- **SFRS Strategy**: Investing in our People, Innovation and Investment
- National Performance Framework: Health and Innovation

Promoting Health Awareness and Inclusive Support Through Partnership

Working in partnership with Blood Cancer UK, Endometriosis UK and Menopause Warriors, we continue to raise awareness of health conditions and strengthen support for our workforce, promoting a more inclusive and understanding workplace.

Through collaboration with Blood Cancer UK, we supported awareness activity across our wellbeing calendar, including participation in wellbeing roadshows and engagement at our Women in the Fire Service event. These activities helped to promote understanding of blood cancer, which is one of the United Kingdom's most common cancers, while providing access to information, lived experiences and support resources for employees.

Our partnership with Endometriosis UK has further strengthened awareness of conditions that can significantly impact physical and mental wellbeing. As an Endometriosis Friendly Employer, we are committed to supporting employees affected by the condition and improving understanding across the organisation. This has included educational sessions, workshops and engagement at wellbeing roadshows and Women in the Fire Service events.

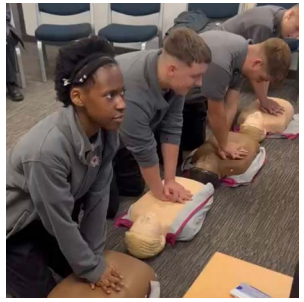
Similarly, our work with Menopause Warriors has supported open conversations around menopause and women's health. Through event participation, resource sharing and awareness activity, this partnership has helped improve understanding and provide practical support for employees managing menopause-related challenges.

Together, these partnerships have improved awareness of health conditions, reduced stigma and strengthened access to support across the workforce. By signposting to trusted organisations and creating opportunities for engagement, we are helping to build a more inclusive environment where employees feel supported to manage their health and wellbeing.

A key learning is the importance of partner-led awareness and lived experience, ensuring that support is credible, accessible and meaningful to those who need it.

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For more information visit:

- Blood Cancer UK
- Endometriosis UK
- Menopause Warriors

CONTRIBUTING TO:

- SFRS Strategy: Investing in our People
- National Performance Framework: Health and Human Rights

Partnership Working within the Youth Volunteer Scheme

Working in partnership with organisations including Police Scotland, St Andrew's First Aid, Police Scotland Youth Volunteers and a wide range of community and third sector partners, our Youth Volunteer Scheme continues to provide young people with valuable opportunities to develop skills, support their communities and engage with multi-agency activity.

Through joint initiatives, Youth Volunteers have expanded their understanding of emergency services, contributing to activities such as multi-agency demonstrations, community safety events and national awareness campaigns including World Drowning Prevention Day.

Collaboration with partners have supported the development of practical skills, including first aid and public safety awareness, while strengthening relationships across agencies.

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Young people have also made a significant contribution to local communities through volunteering activity, including supporting community events, working with local groups such as Wimpy Park Community Group and contributing to initiatives tackling inequality, including breakfast club provision. Seasonal activity, including partnerships with organisations such as the Rotary Club of Buckhaven and Methil, has further strengthened community connections and engagement.

Participation in wellbeing initiatives and residential programmes, including work with 999 RE:SET and Landed, has supported young people to build confidence, resilience and awareness of key issues such as mental health, substance use and personal safety.

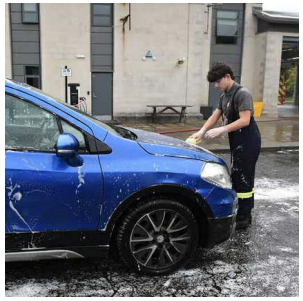
This partnership approach has had a positive impact on young people, helping them develop confidence, teamwork and communication skills while promoting positive engagement with communities and partners.



















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A key learning is the value of youth-led, partnership-based engagement, enabling young people to contribute meaningfully while developing skills that support positive life outcomes.

CONTRIBUTING TO:

- SFRS Strategy: Investing in our People
- National Performance Framework: Children and Young People; and Education

Excellence in Partnership Award for the Learning and E-Development Team

Working in partnership with LearnPro, our Learning and E Development team continues to enhance digital learning across the Service, supporting operational competence, firefighter safety and workforce development.

This strong collaboration was recognised at the LearnPro User Group Conference at the Fire Service College in Moreton in Marsh, where the team received the Excellence in Partnership Award. LearnPro, as the supplier of core training platforms including LCMS, pdrPro, Workforce Pro and XVR, plays a key role in enabling high-quality, accessible learning across the organisation.

Through sustained engagement, the partnership has supported the optimisation and effective use of these systems, ensuring that training content remains innovative, relevant and aligned with operational requirements. This has strengthened the delivery of training, improved accessibility and supported ongoing professional development for frontline personnel.

The award reflects the Service's commitment to innovation and highlights the value of strong partnership working in delivering effective and modern learning solutions.

A key learning is the importance of continuous collaboration with technology partners, ensuring digital learning systems evolve to meet operational needs and support workforce capability.

CONTRIBUTING TO:

- SFRS Strategy: Innovation and Investment
- National Performance Framework: Innovation and Education

Enhancing Firefighter Safety Through Partnership

Working in partnership with SP Energy Networks, our Learning and E Development team has strengthened firefighter safety through enhanced understanding of electrical risks and hazards.



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Through collaborative engagement, the team accessed specialist case studies covering significant electrical incidents, including those involving pylons, domestic environments and Battery Energy Storage Systems. These resources have been incorporated into our digital learning repository, supporting the continued development of training content and improving awareness of complex operational risks.

The partnership also involved a site visit to SP Energy Networks' training facility, enabling deeper insight into electrical infrastructure and hazard management. This has strengthened knowledge transfer and supported the development of more realistic and informed training materials.

By integrating real-world case studies into digital learning, the partnership enhances operational awareness, supports safer decision-making and improves preparedness for incidents involving electrical risks.

A key learning is the value of specialist partner expertise, ensuring training content reflects real-world risks and supports continuous improvement in firefighter safety.

CONTRIBUTING TO:

- SFRS Strategy: Innovation and Investment, Investing in our People
- National Performance Framework: Innovation and Communities

Innovating for Digital Solutions to Support Incident Command and Firefighter Wellbeing

Working in partnership with the Scottish Government through its CivTech Challenge programme, Rowden Technologies and FireHaz Research, we are developing digital solutions to enhance incident command, operational decision-making and firefighter wellbeing.

The CivTech partnership brings together software development expertise and frontline operational insight to design an Analytical Risk Assessment tool for incident commanders. This tool is intended to improve situational awareness, communication and risk-based decision-making, while reducing cognitive burden during complex incidents.

Through the CivTech accelerator model, rapid prototyping and iterative design have enabled the development of a solution shaped directly by operational users. This collaborative approach strengthens digital capability, enhances commander confidence and supports safer outcomes for both firefighters and communities.

John Murray, Product & Solution Strategy, Rowden Technologies, said:

> "What has made this partnership stand out is the consistency of ambition and openness across SFRS. The spirit that drove the CivTech Challenge comes through in the way frontline teams engage with us and shape the work. That collaboration gives Rowden the clarity we need to build capability that genuinely supports those who will use it."

In parallel, work with FireHaz Research is developing innovative, data-driven tools to assess and reduce firefighter exposure to toxic contaminants. These

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advanced monitoring and assessment capabilities will support safer operational practices and reduce long-term health risks.

This partnership demonstrates how innovation, technology and frontline expertise can combine to deliver practical solutions that improve safety, wellbeing and operational effectiveness.

A key learning is the value of co-designed digital innovation, ensuring new technologies are shaped by real operational needs and deliver meaningful impact.

CONTRIBUTING TO:

- SFRS Strategy: Innovation and Investment, Investing in our People
- National Performance Framework: Innovation and Health

Innovative Partnership Advancing Multi-Agency Capability

Working in partnership with Airbox Systems, Police Scotland, the Scottish Ambulance Service, British Armed Forces, United Kingdom Special Forces and HM Coastguard, we are enhancing multi-agency interoperability through the introduction of advanced situational awareness technology.

This digital platform provides a comprehensive suite of tools designed to support planning, real-time incident management and post-incident review. It enables shared access to mapping, operational data and intelligence, supporting coordinated decision-making across agencies during complex and high-risk incidents.

The system supports the application of Joint Emergency Services Interoperability Principles, improving communication and collaboration between responders. Its capability to operate without internet connectivity further enhances resilience and usability in dynamic incident environments.

Adoption of this technology also addresses recommendations from the Manchester Arena Inquiry, strengthening national preparedness and ensuring that partners can respond more effectively to major incidents.

By integrating this system into training and operational activity, the partnership strengthens shared situational awareness, improves coordination and enhances safety for responders and the public.

A key learning is the importance of shared digital platforms across agencies, ensuring consistent information access and enabling truly coordinated multi-agency response.

CONTRIBUTING TO:

- SFRS Strategy: Innovation and Investment, Investing in our People
- National Performance Framework: Innovation and Communities

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6. Additional Information

Our Partners; and Index of Initiatives

Read on

Our Partners

The partners listed are not the full and complete list of our partners/collaborations but give an example of the wide range of organisations we work with.

- 999 RE:SET
- Aberdeen City Council
- Aberdeen Grammar School
- Aberdeen International Airport Fire and Rescue Service
- Aberdeenshire Council
- Age Scotland
- Airbox Systems
- Argyll and Bute Council
- BAE Systems
- Blood Cancer UK
- Borders Older People's Forum
- Braemar Mountain Rescue
- British Armed Forces
- British Heart Foundation
- British Transport Police
- Burghead Sailing Club
- Capita Fire and Rescue
- Career Ready
- CivTech
- Coldingham Brave Bayers
- Coll Medical Practice
- Community Justice Partnership
- Community Learning and Development
- Criminal Justice
- Cults Academy
- Danish Police
- Deaf Action
- Developing the Young Workforce
- Disaster Victim Identification
- Dolby Vivisol
- Dumfries and Galloway Poverty and Inequalities Partnership
- Dunbartonshire Council Sensory Impairment Team
- Dundee City Council
- Dyce Academy
- East Ayrshire Council
- East Renfrewshire Council
- East Renfrewshire Health and Social CarePartnership
- Edinburgh Airport
- Eildon Housing
- Endometriosis UK
- Enhance Healthcare
- Explosive Ordnance Disposal
- Faraday Institution
- Fife Council
- Fife Local Resilience Partnership
- Fire Brigades Union
- Fire Fighters Charity
- FireHaz Research
- Forth Valley College
- Forth Valley Local Resilience Partnership
- Glasgow City Council
- Glasgow Life
- Glasgow Local Resilience Partnership
- Grampian Local Resilience Partnership
- Highlands & Islands Local Resilience Partnership
- Highlands Signing to Know & Survive in British Sign Language Team
- Hillhead Housing Association
- HM Coastguard
- HMP Kilmarnock
- Inverclyde Council
- Inverclyde Health and Social Care Partnership
- Inverness BID Limited
- J & A Mitchell & Company Limited

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Our Partners

- LearnPro
- Lifelines Scotland
- Live Borders
- Lochaber High School
- Lochside Academy
- M Group
- Maritime and Coastguard Agency
- MCR Pathways
- Medical Emergency Response Team (Highland)
- Medics Against Violence
- Menopause Warriors
- Methil Youth Volunteer Scheme
- Mikeysline
- Moray Council
- Newcastle University
- NHS Borders
- NHS Highland
- Northfield Academy
- Outfit Moray
- Police Scotland
- Procurator Fiscal's Office
- RAYNET
- Registered Social Landlords
- Renfrewshire Council
- Road Safety Scotland
- Robertson Facilities Management
- Royal Air Force Police
- Royal Air Force Lossiemouth
- Royal National Lifeboat Institution
- Royston Youth Action
- Rural and Urban Training Scheme
- Sainsburys Superstore, Aberdeen
- Save a Life for Scotland
- Scottish Ambulance Service
- Scottish Borders Council
- Scottish Environment Protection Agency
- Scottish Federation of Housing Associations
- Scottish Flood Forum
- Scottish Football Association
- Scottish Government
- Scottish Police Authority
- Scottish Professional Football League Trust
- Scottish Recovery Network
- Scottish Water
- SP Energy Networks
- Spirit Aid
- St Andrew's First Aid
- St Machar Academy
- Strathclyde Partnership for Transport
- Street League
- Street Pastors
- Take to the Water
- Tesco Woodend Superstore
- The Highland Council
- The Rotary Club of Buckhaven and Methil
- The TINA (Talk, Involve, Notice, Act) Project
- Transport Scotland
- UK International Search and Rescue Teams
- United Kingdom Special Forces
- University of Dundee Leverhulme Research Centre for Forensic Science
- University of Edinburgh
- West Dunbartonshire Council
- West Local Resilience Partnership
- West Lothian Council
- West Lothian Drug and Alcohol Service
- Wimpy Park Community Group
- Youth Justice

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DRAFT

If you require further information on any of the contents of this document, please e-mail **bridget.spence@firescotland.gov.uk** who will pass on your details to the relevant individual(s).

firescotland.gov.uk

SFRS Working in Partnership Report 2025/26

Version 1.0
September 2026

DRAFT

SFRS DRAFT BOARD FORWARD PLAN

Agenda Item 22

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

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING –SCOTTISH FIRE AND RESCUE SERVICE BOARD

THURSDAY 29 OCTOBER 2026

The following reports were submitted for information only.

SCOTTISH FIRE AND RESCUE SERVICE

The Board of Scottish Fire and Rescue Service

Report No: B/BS/03-26

Agenda Item: N/A FIO

Report to:	**THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE**							
Meeting Date:	**29 OCTOBER 2026**							
Report Title:	**SFRS/ANTHONY NOLAN PARTNERSHIP – ANNUAL REPORT – ACADEMIC YEAR 2025/26**							
Report Classification:	**For Information Only**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this paper is to provide the Board with an overview of the achievements of the SFRS/Anthony Nolan Partnership during the 2025/26 Academic Year, details of which are contained within Appendix A (Annual Report).
2	**Background**
2.1	The change of age criteria in 2012 signalled a change in focus for the Partnership and the beginning of the donor recruitment schools programme. This change in strategy provided the Partnership with an opportunity to engage a captive audience in a very structured environment and add greater quality to the register due to the age of school pupils being recruited.
2.2	It was the vision of the Partnership that it should be about more than just recruiting pupils onto the register. The schools programme events have been designed in a way that encourages greater involvement from pupils and allows them to take ownership, demonstrate leadership and put their own `stamp` on events. It shows pupils the significant impact they can have on the lives of others through active citizenship, personal commitment and a simple selfless act.
2.3	Partnership volunteers go into secondary schools across Scotland to deliver inspiring educational presentations to 16 to 18-year olds about stem cell, blood and organ donation. The focus is on the potentially lifesaving impact that young people can have through positive citizenship, which is in line with the aims of the Curriculum for Excellence. The events provide a positive environment for the SFRS to engage with young people and to demonstrate their commitment to supporting their local communities.
2.4	The Partnership were keen to use this process to deliver 'additional value' to both the schools and pupils and therefore have designed an innovative process that encourages peer involvement using some of the young people as 'SFRS Champions'. These 'Champions' support the programme through helping deliver the message to their fellow pupils, booking people in for the recruitment event and even staffing the welcome desk.
2.5	This increases the feeling of ownership and gives a real opportunity for those involved to develop confidence and to see first-hand the impact they can have regardless of academic abilities or socio-economic background.

3	Main Report/Detail
3.1	With regards to partnership activity in 2025/26, we facilitated 24 school donor recruitment events, recruiting 1,313 people to the register, a decrease of 400 from last year and over 23,000 in total now. Within the reporting period the partnership saw a further twelve people donate their stem cells and potentially save the life of someone with blood cancer, in total the partnership has had 138 people donate their stems cells.
3.2	97% of people recruited by SFRS have been aged between 16 and 23 years of age, this is incredibly important as Anthony Nolan, through their research, have identified that younger donors within this age bracket have a far greater chance of being a match and provide better patient outcomes post-transplant. The percentage of people recruited by Anthony Nolan in this age bracket is currently 65%.
3.3	Appendix A (Annual Report) highlights the achievements of the SFRS/Anthony Nolan Partnership during the academic year, 1st August 2025 to 31st of July 2026.
3.4	The main highlights from the report are, • 1,313 new donors recruited onto the register. • 12 lifesaving stem cell donations made, all of whom were school pupils. • Over 5,000 pupils engaged with. • Average of 54 donors recruited per event (compared to 37 Anthony Nolan average). • 140 people called for second stage testing.
4	**Recommendation**
4.1	The Board are asked to note the content of the SFRS/Anthony Partnership Annual Report and recognise the work of the partnership volunteers during the 2025/26 academic year.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** Not applicable
5.2 5.2.1	**Financial** Not applicable
5.3 5.3.1	**Environmental & Sustainability** All event supplies are delivered and picked up by Anthony Nolan pre- and post-event, and those resources not required are re-used at further events.
5.4 5.4.1	**Workforce** A key point that should be emphasised is that SFRS volunteers involved do so in their own time or as additional voluntary work to their existing duties. The Partnership has three Vice Chairs, one per Service Delivery Area (SDA) and 26 Tactical Leads who oversee the volunteer groups within their respective areas.
5.5 5.5.1	**Health & Safety** Anthony Nolan risk assessments are completed for every donor recruitment event by SFRS Tactical Leads in conjunction with schools. These risk assessments are submitted to Anthony Nolan prior to any event.
5.6 5.6.1	**Health & Wellbeing** Not applicable

5.7 5.7.1	**Training** Anthony Nolan has already provided SFRS Partnership Tactical Leads with full training in running a recruitment event in accordance with Anthony Nolan's rules and guidelines. Anthony Nolan will provide further training and materials as required should there be any change to process.	
5.8 5.8.1	**Timing** SFRS/Anthony Nolan Annual Report will be produced on a yearly basis covering academic years.	
5.9 5.9.1	**Performance** Annual Report will be submitted to SLT and the Board on a yearly basis and shared with all Partnership volunteers.	
5.10 5.10.1	**Communications & Engagement** The Annual Report will be hosted on the SFRS/Anthony Nolan Partnership SFRS IHub page.	
5.11 5.11.1	**Legal** Formal Partnership Agreement between SFRS and Anthony Nolan is under annual review and is due for review in November 2026.	
5.12 5.12.1	**Information Governance** Partnership DPIA has been completed by SFRS Information Governance Team. No Privacy Notice is required in respect of the processing by SFRS as data involvement is minimal and no personal data is being retained by SFRS.	
5.13 5.13.1	**Equalities** Partnership events are delivered within Anthony Nolan policy and procedure, all donor recruitment events are covered by the Anthony Nolan Event EHRIA	
5.14 5.14.1	**Service Delivery** Service Delivery staff and personnel volunteer for and support the delivery of donor recruitment events in schools.	
5.15 5.15.1	**Prevention** Not applicable	
6	**Core Brief**	
6.1	The Deputy Chief Officer presented this report outlining the achievements of the SFRS/Anthony Nolan Partnership during the 2025/26 academic year.	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Andy Watt, Deputy Chief Officer
7.2	**Level of Assurance: (Mark as appropriate)**	**Substantial**/~~Reasonable/Limited/Insufficient~~
7.3	**Rationale:**	The Partnership is well established with over 17 years of donor recruitment event delivery and has in recent years strengthened its position with the introduction of an improved leadership structure. All events are conducted in line with relevant Anthony Nolan policy and procedures ensuring appropriate application of al DPIA and Clinical Governance guidance.

8	Appendices/Further Reading
8.1	Appendix A - SFRS/Anthony Nolan Partnership – Annual Report

Prepared by:	Andy Watt and Anthony Nolan
Sponsored by:	Andy Watt, SFRS/Anthony Nolan Partnership Chair
Presented by:	Andy Watt, SFRS/Anthony Nolan Partnership Chair

Links to Strategy and Corporate Values

Our Purpose: To work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and well-being of people throughout Scotland.

The SFRS/Anthony Nolan Partnership is strongly aligned with the SFRS Strategy 2025-2028. It exemplifies our organisational purpose of working in partnership to improve the safety and wellbeing of Scotland's communities and makes a direct contribution to Strategic Outcome Seven through effective collaboration with the third sector, schools and local communities. The partnership also supports, community engagement, volunteering, equality and inclusion, workforce development and the creation of wider public value. Through its donor recruitment and education programme, the partnership demonstrates how SFRS can use its trusted position within communities to deliver life-saving outcomes that extend beyond traditional emergency response activities.

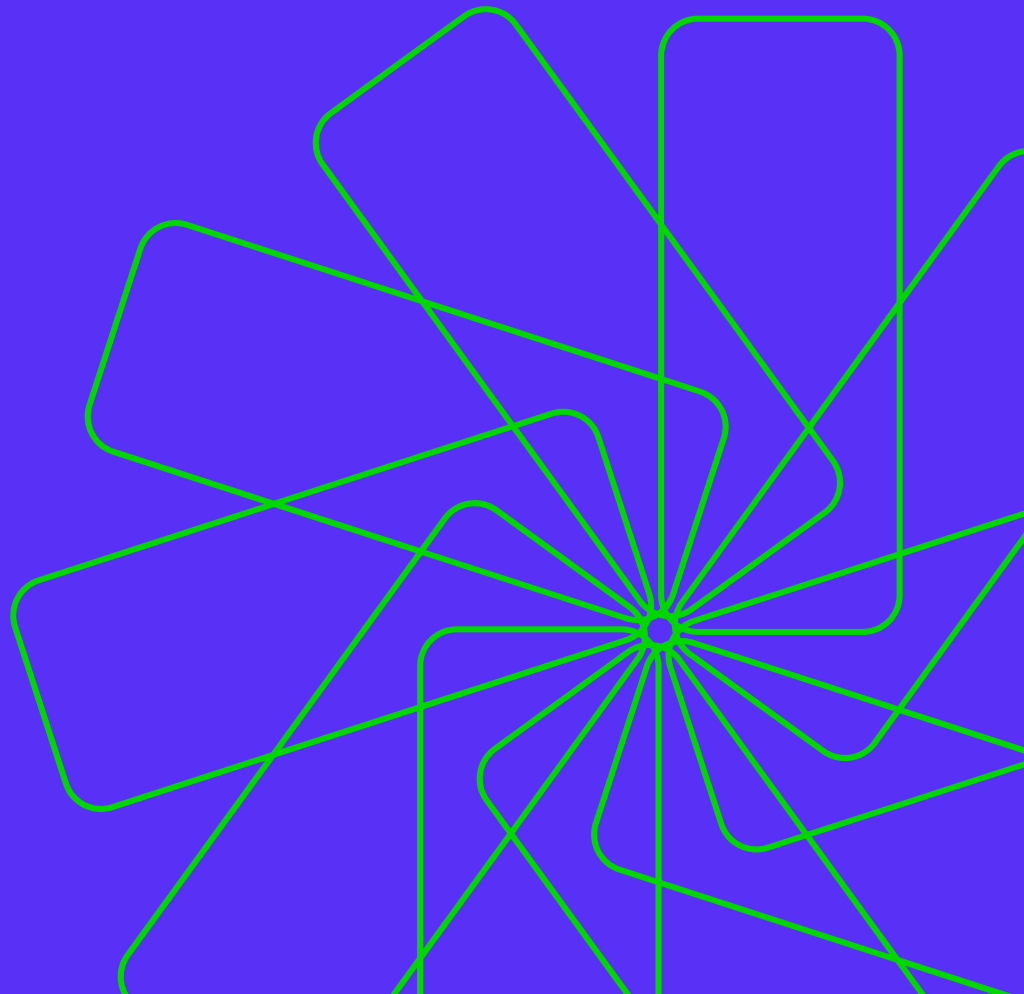
Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/Outcomes
SFRS Board	*29/10/2026*	*For Information*	

APPENDIX A

THE SCOTTISH FIRE AND RESCUE SERVICE / ANTHONY NOLAN PARTNERSHIP

Annual Report

1st August 2025 – 31st July 2026



As we finish another academic year, we want to pause and celebrate the ongoing partnership between the Scottish Fire and Rescue Service and Anthony Nolan. This year, **1313 people signed up** to the stem cell register through your efforts - a number that speaks volumes about the energy, commitment and passion that SFRS volunteers and supporters bring to this cause, year after year. Communities across Scotland are more aware, more engaged and more willing to say yes to donation because of you.

That commitment now adds up to something extraordinary: **over 23,000** people having joined the Anthony Nolan register through SFRS, and **137 who've gone on to donate** their stem cells - 137 second chances at life for patients.

This year alone, 12 young people recruited by SFRS took that final step and donated to someone they'll likely never meet. That's 12 families given hope. Alongside this, your teams delivered 24 recruitment events, opening new conversations about blood cancer and donation in corners of Scotland we couldn't reach without you. It's worth remembering where this all started: a group of just 11. From that small beginning has grown a movement that keeps gathering pace, powered by people who simply refuse to stand by.

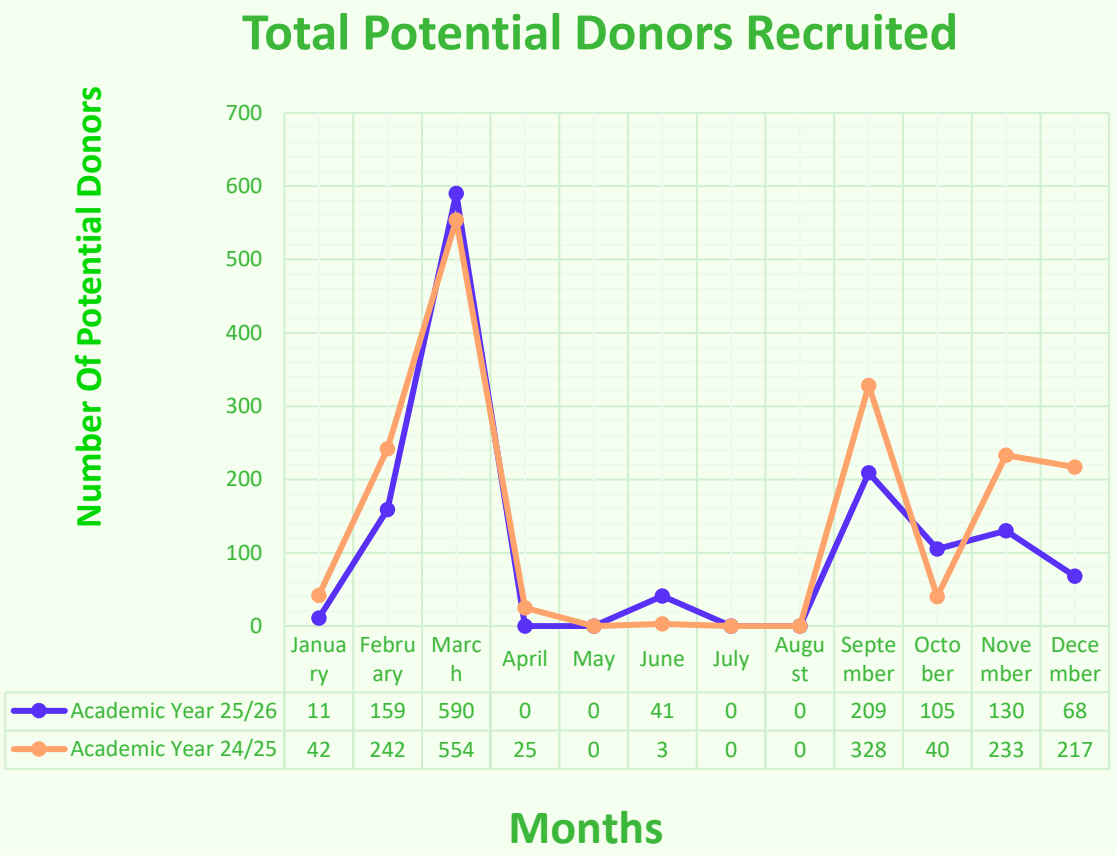
So, to everyone at SFRS who has given time, energy and belief to this partnership - **thank you**. Numbers tell part of the story, but it's your dedication that turns those numbers into lives saved.



Charlotte Cunliffe
Director of Register Development

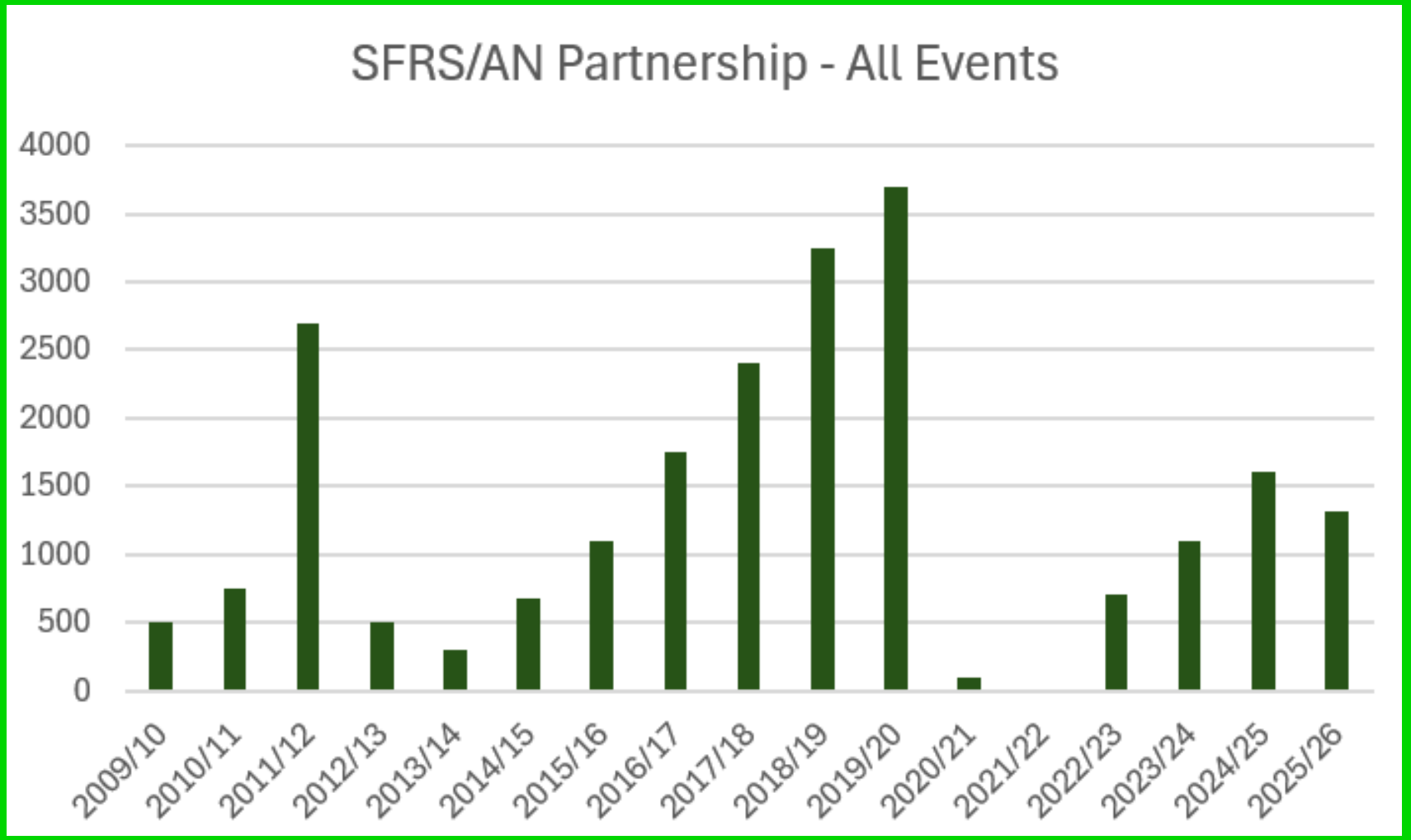
Year on Year Comparison

- 1,282 **young donors** (16-23) of which 639 were **male donors** were recruited, both of which are priority groups for development of the register and to improve chances for patients



	January	February	March	April	May	June	July	August	September	October	November	December
Academic Year 25/26	11	159	590	0	0	41	0	0	209	105	130	68
Academic Year 24/25	42	242	554	25	0	3	0	0	328	40	233	217

17 Year Comparison



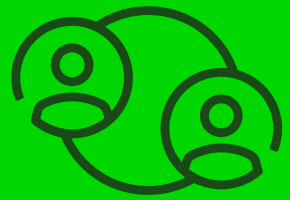
Summary



1313 new potential donors added to the register



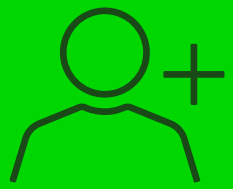
24 recruitment events run across Scotland



12 donations giving patients their lifesaving chance

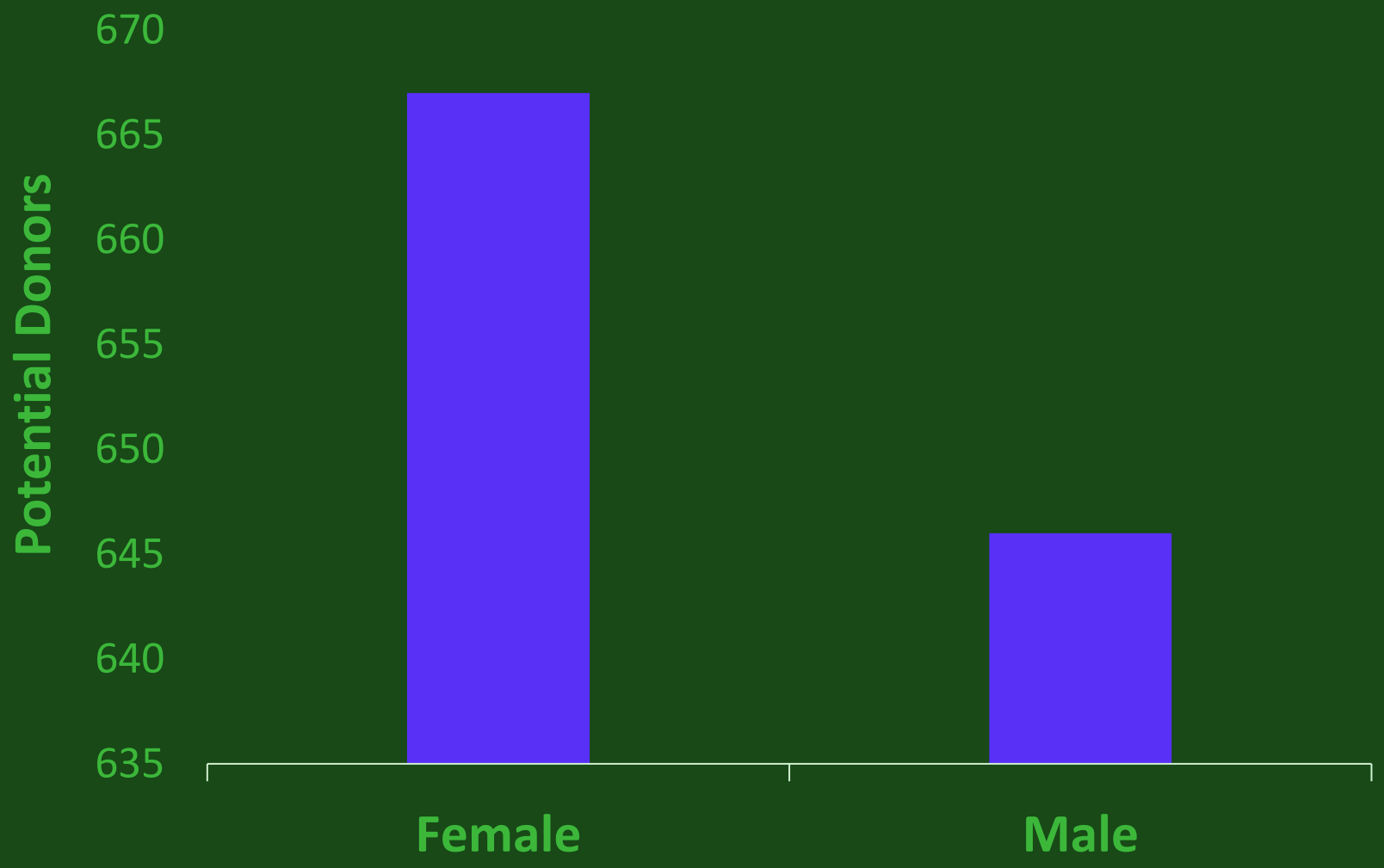


97.6% 16-23 year olds (compared with 65% Anthony Nolan average)



49.2% of those recruited were male (compared with 35% Anthony Nolan average)

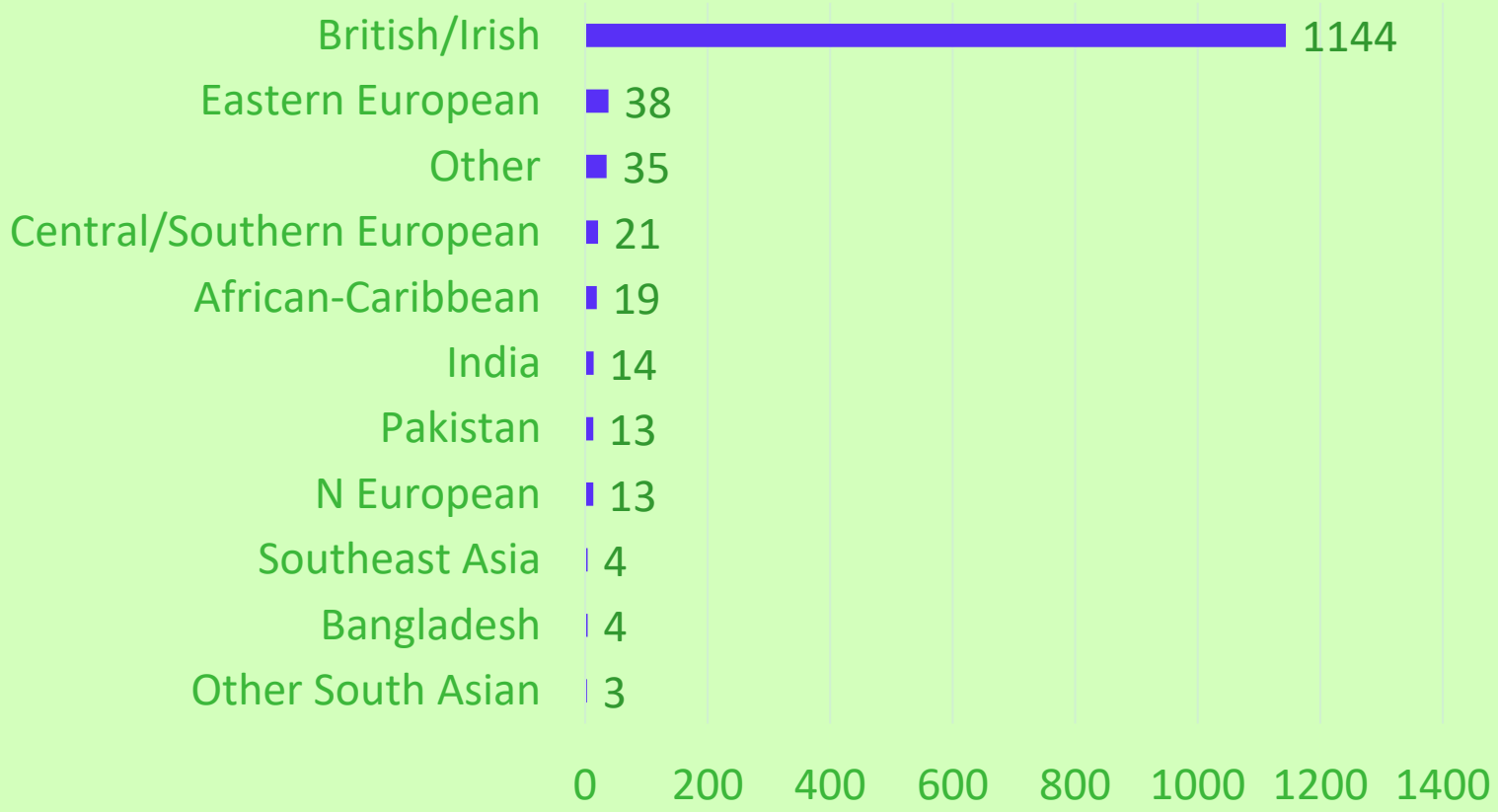
Total recruitment by sex assigned at birth



50.8% of people recruited were female
49.2% of people recruited were male

ANTHONY NOLAN

Total recruitment by ethnicity*



87.5% of people recruited were from British, Irish, Northern European backgrounds

12.5% of people recruited were from Minority Ethnic backgrounds

*applications that left ethnicity blank are excluded

ANTHONY NOLAN

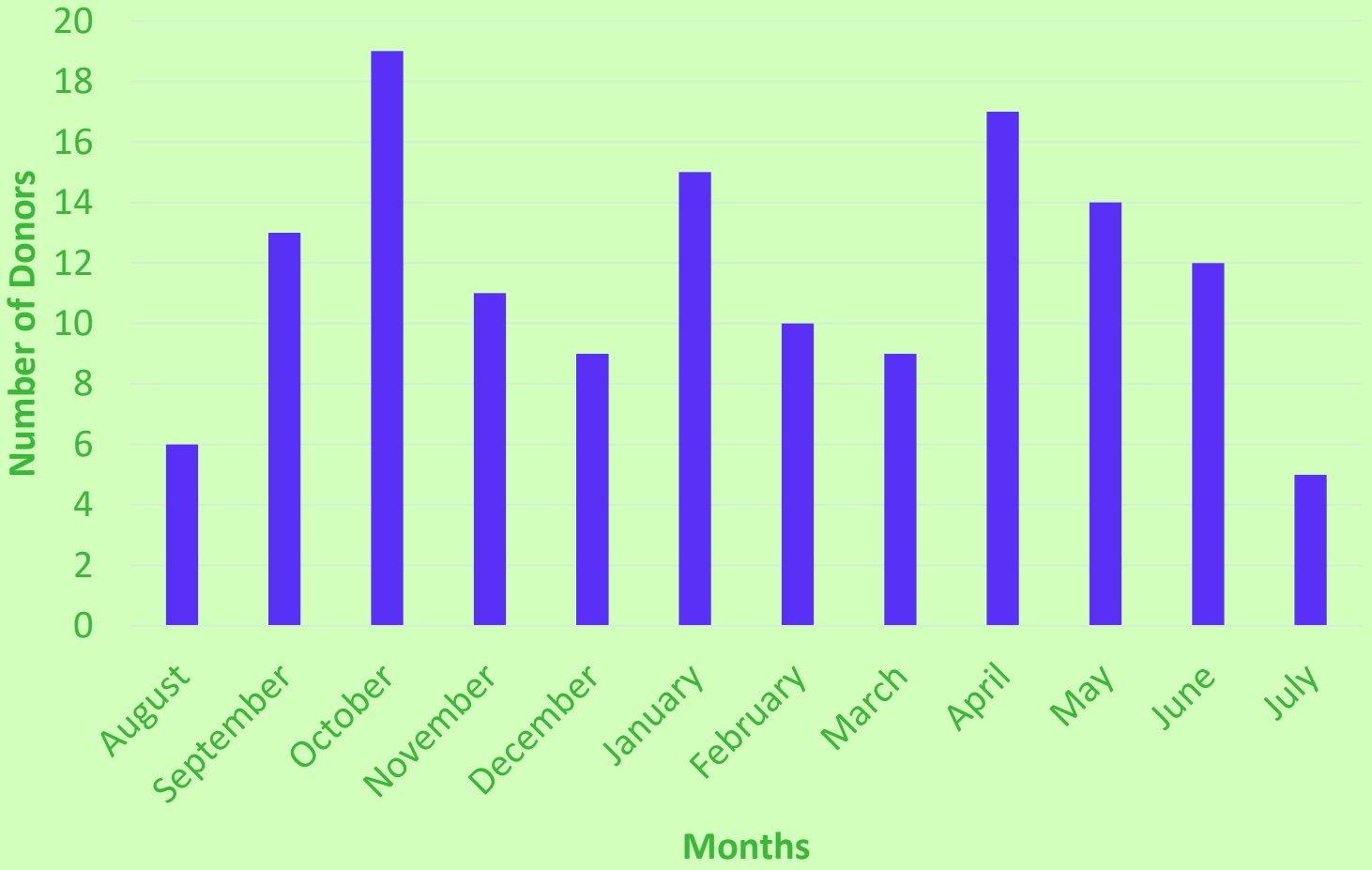
Total recruitment by age



97.6% of people recruited were between 16-23
2.4% of people recruited were between 24-30

ANTHONY NOLAN

SFRS Donors called to second stage testing



140 people called to second stage testing (VT)

Verification typing, or second stage testing, is the stage at which several potential matches are called for further medical tests to assess which of them is the best possible match. From there, the best possible match for a patient will be asked to donate.

School presentations and donor recruitment events





24 School presentations, educating over 5,200 students about the stem cell register

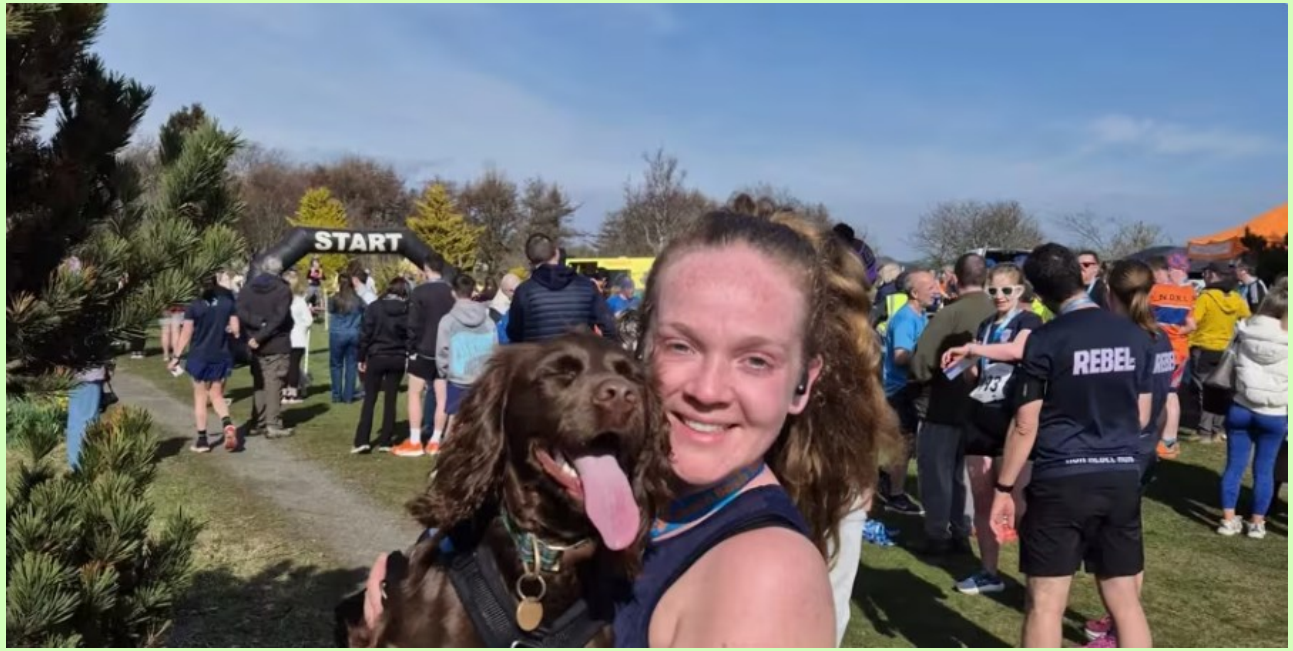
ANTHONY NOLAN

SFRS Donations

Sex Assigned At Birth	Age	Recruitment Event	Date Recruited
Male	26-30	SFRS National Training Centre (Glasgow)	12/10/2019
Male	16-20	Lochgilphead High School	3/25/2025
Male	21-25	Aberdeen Grammar School	12/11/2018
Male	26-30	Monifieth School	12/12/2016
Male	26-30	Barrhead High School	12/7/2015
Male	26-30	Strathaven Academy	2/23/2016
Male	30 +	Oban Fire Station Open Day	5/5/2012
Male	16-20	Knox Academy	12/17/2024
Male	30 +	Ayr College	2/7/2012
Female	21-25	Monifieth School	12/6/2018
Male	21-25	Boroughmuir High School	11/14/2018
Female	16-20	Balwearie High School	6/29/2023

ANTHONY NOLAN

An SFRS Story: Running for Rosie



"Running for this cause is my way of saying thank you"

Chloe, an on-call Firefighter at Ellon Fire Station and Trainee Whole Time Firefighter at Peterhead, ran this year's London Marathon for Anthony Nolan — in memory of her friend Rosie.

Rosie was diagnosed with acute lymphoblastic leukaemia at 18. When none of her family were a match, Anthony Nolan found her a stem cell donor — not once, but twice, after Rosie was diagnosed again. Sadly, Rosie passed away in 2020, but her family and friends remain forever grateful for the extra years that donor gave them together.

ANTHONY NOLAN

Celebrating a Life-Saving Partnership at Perth High School



Perth High School's long-standing partnership with Scottish Fire and Rescue Service and Anthony Nolan continues to go from strength to strength. This year's stem cell registration event, driven by S6 pupil champions, saw 73 people join the register — 72 pupils and one member of staff.



Mrs Shenton (Perth High School) and Group Commander Mike Rumgay (SFRS) have delivered these events together since 2017 — seven registration drives in total, resulting in 541 pupils and staff joining the register. That's over a third of all 1,559 stem cell donors recruited across Perth and Kinross schools altogether — a powerful example of what one school partnership can achieve.

As Mike Rumgay retires from SFRS this summer, Perth High School extended their thanks for his years of support and the hundreds of young people he's inspired to take action.

Fundraising



Over £2,00 has been raised this academic year thanks to the partnerships SFRS have with schools and colleges

George Watson's College raised funds for Anthony Nolan this year through a number of activities including a pyjama day. Lasswade High School also held a dress down day to raise funds

The funds raised this academic year are enough to add over 50 potential donors onto the stem cell register who could go on to make a lifesaving difference

Press and PR - Sophie

Number of media mentions: 3

- The top media mention this year was Connor's story in the Musselburgh Courier which generated 177,693 impressions.
- Another media mention which helped to raise awareness of the AN x SFRS partnership this year was Chloe's London marathon story in Aberdeen Live which had 104,351 impressions. We worked with the SRFS team to provide a quote from our Head of Fundraising for this story.
- Connor's story was also featured in the Musselburgh Courier's sister paper the East Lothian Courier in print, which generated 5,649 impressions.
- To mark the Glasgow event in June this year, we wrote a piece celebrating the incredible achievement of 23,000 sign-ups through the partnership. We used this on our website and to invite media to event.
- And, upon his retirement, Mike Rumgay was featured in one of the newsletters in schools he regular recruits at raising yet more awareness of the SFRS x AN partnership.



Former Firefighter's Blood Cancer Diagnosis Inspires Thousands of Scots to Help Save Lives

Scottish Fire and Rescue Service partnership with Anthony Nolan has recruited more than 23,000 potential l donors

JUNE 17, 2026 PRESS



Heart of Gold

PUTTING a stranger's life before his own is a sure sign that our winner Connor Docherty really does have a heart of gold.

Connor showed exceptional selflessness by becoming a stem cell donor and, even when collecting his award on stage, took the opportunity to encourage others to sign up and hopefully be a part of giving someone else a future they might have otherwise missed out on.

He joined the Anthony Nolan Trust donor register during an event at Knox Academy, following which he was identified as a match.

He underwent home blood tests, travelled to Nottingham for a full medical, self-administered injections for four days and then donated his stem cells in March this year

Celebrating a Life-Saving Partnership at Perth High School



Perth High School is incredibly proud to celebrate the continued success of our long-standing partnership with the Scottish Fire and Rescue Service and the Anthony Nolan charity.

The S6 pupil champions worked hard to encourage their peers to take part and their efforts were rewarded! This year's stem cell donor registration event was an outstanding success, with 73 people signing up to the stem cell register – 72 pupils and one member of staff. Each new registration represents the possibility of saving a life, and we could not be prouder of our school community for their compassion and commitment.



Mrs Shenton from Perth High School and Group Commander Mike Rumgay from the Scottish Fire and Rescue Service have worked closely together since 2017 to deliver these events. During this time, seven registration events have been held at Perth High School, resulting in an incredible 541 pupils and staff joining the stem cell register.

This contribution is truly remarkable. Those 541 registrations account for more than one third of all stem cell donors recruited across Perth and Kinross schools , where a total of 1,559 people have signed up. It is a powerful reminder of the impact one school community can have when working in partnership.

As Mike Rumgay prepares to retire from the Scottish Fire and Rescue Service this summer, Perth High School would like to extend our heartfelt thanks for his unwavering support, dedication, and inspirational work on behalf of the Anthony Nolan charity. His passion and commitment have motivated hundreds of young people to take positive action and potentially save lives.

We are immensely proud of everyone involved – our pupils, staff, and partners – and we look forward to continuing this vital work in the years ahead.



AberdeenLive NEWS SPORT WHAT'S ON MORE

FUNERAL NOTICES NEWSLETTER SIGNUP BOOK AN AD ADVERTISE WITH US CROSSWORDS MAR

BRITPOP SPECIAL BRITISH BANDS THAT RULED THE 1990s

Running in the London Marathon has been described as a personal bucket list item for Chloe and said she will be keeping Rosie in her mind.

She said: "If I'm able to raise some money for the charity that's brilliant but more importantly if someone reading this or sees anything I've shared joins the stem cell register, then that's even better."

Laura Kirkwood, head of supporter-led fundraising at Anthony Nolan, said: "We're super proud that Chloe is running the iconic London Marathon for Anthony Nolan in memory of her friend Rosie.

East Lothian Courier awards 2026 - Heart of Gold

5TH JUNE COMMUNITY CHAMPION AWARDS CHARITY HEALTH PEOPLE HADDINGTON





Social Media - SJ

Key posts throughout the year:



Maaria – SFRS donor
now volunteer
84k impressions
5k engagements



Chloe – SFRS marathon runner
14k impressions
332 engagements



RSM Glasgow event
1.3k impressions
52 engagements

Impressions – people who saw the post
Engagements – people who shared, liked, commented on, or saved the post

Thank You, SFRS!