



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE**

**THURSDAY 6 FEBRUARY 2025 @ 1000 HRS**

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

**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: 7 NOVEMBER 2024 (attached)**

*S Ballingall*

*The Committee is asked to approve the minutes of the meeting.*

**6 ACTION LOG (attached)**

*Board Support*

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

**7 NEW COMMITTEE TERMS OF REFERENCE (attached)**

*S Ballingall*

*The Committee is asked to approve the report.*

**8 PLANNING/STRATEGY**

**8.1 SFRS Strategy Update and Planning Process (attached)**

*M McAteer*

**8.2 Medium Term Financial Planning Update (verbal)**

*S O'Donnell*

*The Committee is asked to scrutinise the reports.*

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

**OFFICIAL**

**9 CHANGE/MAJOR PROJECTS**

- 9.1 Programme Projects Highlights Report (*attached*) G Buchanan  
9.2 Strategic Service Review Programme Update (*verbal*) A Watt

*The Committee is asked to scrutinise the reports.*

**10 GENERAL REPORTS**

- 10.1 SFRS Change Maturity, Capacity and Capability January 2025 - Closure C Montgomery  
(*attached*)

*The Committee is asked to scrutinise this report.*

**11 RISK**

- 11.1 Portfolio Office Risk Log (*attached*) G Buchanan

*The Committee is asked to scrutinise the reports.*

**12 COMMITTEE ROLLING FORWARD PLANNING**

- 12.1 Committee Forward Plan (*attached*) S Ballingall  
12.2 Items for Consideration at Future IGF, Board and Strategy Day meetings

**13 REVIEW OF ACTIONS**

*Board Support*

**14 DATE OF NEXT MEETING**

- 14.1 The next Special private meeting is scheduled to be held on Wednesday 19 March 2025.  
14.2 The next full public Committee meeting is scheduled to be held on Thursday 1 May 2025.

**PRIVATE SESSION**

**15 MINUTES OF PREVIOUS PRIVATE MEETINGS:**

- 15.1 **Thursday 7 November 2024** (*attached*) S Ballingall

*The Committee is asked to approve the draft private minutes of the meeting.*

**16 PRIVATE ACTION LOG** (*attached*)

*Board Support*

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

**17 PORTFOLIO FINANCE AND PERFORMANCE REPORT** (*attached*)

C Montgomery

*The Committee is asked to scrutinise this report.*

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



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING - CHANGE COMMITTEE**

**THURSDAY 7 NOVEMBER 2024 @ 1000 HRS**

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

**PRESENT:**

Stuart Ballingall, Chair (SJB)  
Tim Wright (TW)

Angiolina Foster, Deputy Chair (AF)  
Paul Stollard (PS)

**IN ATTENDANCE:**

Andy Watt (AW)	Deputy Chief Officer
Liz Barnes (LB)	Interim Deputy Chief Officer Corporate Services
Curtis Montgomery (CM)	Head of Portfolio Office
Gillian Buchanan (GB)	Portfolio Manager
Sarah O'Donnell (SO'D)	Director of Finance and Contractual Services
Marysia Waters (MW)	Head of Corporate Communications (Item 8.2 only)
Nicola McGrath (NMcG)	Internal and Corporate Communications Manager (item 8.2 only)
Lyndsey Gaja (LG)	Interim Director of People (Item 18 only)
Paul McGovern (PMcG)	Programme Manager (Item 18 only)
Derek Wilson (DW)	Area Commander, NMS Project Lead (Item 19 only)
Lorna Forrest (LF)	SSRP Programme Manager (Item 20 only)
Chris Casey (CC)	Group Commander Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Jen Richardson (JR)	Support Officer Service Development/Minutes

**OBSERVERS**

Colin Brown, Fire Brigades Union  
Mike Colliar, Group Commander

**1 WELCOME**

- 1.1 The Chair opened the meeting and welcomed those in attendance, particularly DCO Andy Watt to his first meeting, and those participating via MS Teams. The Chair noted and offered his thanks to Liz Barnes, as this would be her last attendance at this Committee ahead of her retirement.
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question and that the meeting would be recorded for minute taking purposes only.

**2 APOLOGIES**

- 2.1 Therese O'Donnell, Board Member

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

- 3.1 The Committee agreed that the *People, Payroll, Finance and Training Project Update* (Item 18), *New Mobilising System Update* (Item 19), *Strategic Service Review Programme* (Item 20) and *Portfolio Finance and Performance Report* (Item 21), would be heard in the private session due to the confidential nature of the issues (Standing Order 9G).
- 3.2 SJB raised concerns about the number of items taken in private versus public. Consensus was reached among Committee members in supporting the rationale for reports to be taken in private, for example commercial sensitivities.
- 3.3 The Committee was asked to reflect on the decision making process regarding Private/Public categorisation of agenda items to the Change committee.

**4 DECLARATION OF INTERESTS**

- 4.1 There were no declarations of interest noted.

**5 MINUTES OF PREVIOUS PUBLIC MEETING: 1 AUGUST 2024**

- 5.1 The minutes of the previous meeting held on 1 August 2024 were agreed as an accurate record of the meeting.

**5.2 Matters Arising**

- 5.2.1 There were no matters arising.

**6 ACTION LOG**

- 6.1 The Change Committee Rolling Action Log was considered, and actions were agreed and removed.
  - 6.1.1 9.2.2 Committee Aligned Directorate Risks (09/11/2023): The Committee raised concerns about the risk log, specifically 9.2.2 due to the significant time period. It was noted that there was a lack of clarity on the purpose of the directorate risk register. CM circulated a proposal for a clearer risk report for the Committee which would provide a new risk summary based on themes being developed as aggregating risks in a change portfolio was not perceived as helpful. The risk summary aims to capture key risks across projects, providing an executive risk summary with information being relayed back to the Committee. CM sought feedback on the format of the summary. The Committee discussed the technical challenges surrounding the production of these reports.
  - 6.1.2 The Committee sought clarification on the effectiveness of the current risk format. AW highlighted that there was room for improvement which was currently being developed using PowerBI dashboard. SO'D highlighted that there was a need for alignment with the current risk systems and to ensure that portfolio related work fits into overarching corporate frameworks.
  - 6.1.3 The discussion moved towards risk management at Portfolio level. From a Portfolio perspective there was a need to summarise the risks without excessive detail and a preference to understand major change project risks as opposed to functional/directorate risks.
  - 6.1.4 During discussions emphasis was given on the static nature of the current risk reporting and the Committee raised concerns about producing excessive reports instead of addressing issues. Clarification was requested on the target audience for these reports. The Committee highlighted the importance of including preparation dates in reports with suggestions to track previous risk ratings to give the rating more context and a need to build in risk appetite frameworks, for example current status versus desired status, to guide project paths.
- 6.1.5

8.3.4 ESMCP Project Change Request and Dossier (02/05/2024): Meeting to be arranged between SO'D and CM to discuss interdependencies between ESMCP, in-vehicle solutions and the new mobilising system and feed back to the Committee.

**ACTION: SO'D/CM**

6.2

**The Committee noted the Action Log, and the closure of actions were agreed.**

*(M Waters and N McGrath joined the meeting at 1020 hrs. Item 8.2 was taken at this juncture to enable MW and NMcG to attend due to prior commitments.)*

## **8 CHANGE PORTFOLIO/MAJOR PROJECTS**

### **8.2 Closing Report – Web/iHub Design Project**

8.2.1 MW presented the Web/iHub Design Project closing report to the Committee for scrutiny. The following key points were highlighted:

- Third party supplier contract concluded on 31 March 2024, prior to project end.
- Handover of support and maintenance delayed due to ICT resource withdrawal.
- External agencies support was brought in to complete the handover activity which required additional budget.
- IHub went live on 31 March 2024, the handover to internal ICT is ongoing.
- Benefits measurements are to conclude with the evaluation process underway.
- Target set at 10% for benefits realisation based on previous years (2022/23).

8.2.2 The Committee queried the discrepancies noted between original and actual delivery dates. MW clarified that the contract with the supplier was concluded on the original date of 31 March 2024, however, due to ICT resourcing withdrawal the handover was delayed and therefore reflected the actual delivery date.

8.2.3 The Committee inquired about non cashable benefits and how these would be measured with a request in relation to whether specific projected targets were met. The Committee agreed to revisit the benefits once the evaluation was complete. MW would bring back a report detailing the benefits following conclusion of the evaluation process.

**ACTION: MW**

8.2.4 **The Committee scrutinised the report.**

*(M Waters and N McGrath left the meeting at 1030 hrs)*

## **7 PROPOSED DRAFT TERMS OF REFERENCE – STRATEGY AND CHANGE COMMITTEE**

7.1 SJB presented the proposed draft Terms of Reference (TOR) for the new Strategy and Change Committee for discussion. The following points were noted as being key areas of focus for the new Committee:

- Strategy and planning within SFRS, with an oversight of change and that it meets the strategic plan.
- Review and oversight of particular projects as specifically requested by the Board.
- A Board forum where material strategic issues that require further discussion or scrutiny could be raised.

7.2 SO'D highlighted the reference to capital resource allocation associated with the change portfolio and linked to the Strategic Plan, however, suggested this should be broader than just capital and the wider reference to funding allocation would be more appropriate.

7.3 Some discussion took place around the oversight and reporting of SSRP. The Committee requested an opportunity to explore the specific areas of SSRP that were required to be reported to the CC.

**ACTION: AW**

7.4 Discussion took place regarding the need for clear criteria for project oversight for inclusion at Committee level. SJB and CM would meet to discuss the criteria for major change projects.

**ACTION: SJB/CM**

7.5 **The Committee agreed to have the TOR finalised with a view to the new meeting format being implemented for the meeting in February 2025, subject to IGF and Board approval.**

## **8 CHANGE PORTFOLIO/MAJOR PROJECTS**

### **8.1 Programme Project Highlight Report**

8.1.1 GB presented the Programme Project Highlight Report to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver.

8.1.2 The Committee raised some concern with the format of the report and the lengthy period between the point of update and the meeting. The Committee requested that the necessary data be included within the main report and not produced as additional appendices. CM agreed to revise the format of the report going forward.

8.1.3 **The Committee scrutinised the report.**

## **9 GENERAL REPORTS**

### **9.1 Audit and Inspection Action Plan Update: Command and Control Mobilising System**

9.1.1 AW presented the report to the Committee which provided a progress update on the actions relating to the HMFSI report on the Command and Control Mobilising System. The following key points were highlighted:

- The one outstanding action to procure a new Command and Control Mobilising System had now been completed and the action plan was now closed off.
- A closing report would be prepared and submitted to the next CC meeting.

9.1.2 **The Committee scrutinised the report.**

## **10 COMMITTEE QUARTERLY PERFORMANCE 2024-25 Q2**

10.1 CM presented the performance report to Committee for scrutiny of the second quarter performance of KPIs 43-45 for fiscal year 2024-25.

10.2 SJB considered that the information contained within the report could be included within the Portfolio Finance and Performance Report to be discussed later in the agenda (item 21) thereby reducing duplication of information and the resources required to produce two separate reports.

10.3 **The Committee scrutinised the report and agreed that going forward the Committee Quarterly Performance 2024-25 report would be removed from the agenda and the quarterly performance data would be covered within the Portfolio Finance and Performance Report which would move into the public session.**

## **11 SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY**

11.1 CM presented an update report to the Committee providing a high-level view of the Service's strategic portfolio change capacity and capabilities. The following key points were highlighted:

- Starting to capture some of the key data around both the strategic portfolio and resource allocation within the Wrike Project/Programme Management (PPM) system.
- Anticipate a link between the two areas that would improve planning and reporting.
- Opportunities around risk management reporting and interdependency management will be explored.
- Recruitment for Planning and Resourcing Lead and Reporting and Management Information (MI) Lead.
- Work is underway to identify and capture resources and capacity plans and resource types.
- Portfolio governance and assurance arrangements currently being reviewed by CPIG, with a set of recommendations to further enhance portfolio and capacity management.

11.2 TW sought assurance that in moving to the use of the Wrike system, processes were being reviewed to ensure the use of new technology allowed for these to be improved and streamlined. CM confirmed that consideration had been given as to how to make processes more lean and more efficient.

11.3 TW commented on the CC's lack of involvement during the procurement of the Wrike system. SO'D advised that the origins of the system arose from within the organisation as the ICT function had a tool that they used to manage their projects and when that came to the end of its contract they procured this new system.

11.4 The tactical detail contained within the report was noted, however, AW highlighted the wider element of the change maturity, capability and capacity in that the process and delivery of change across the organisation required to be planned. Part of that work would be to identify pinch points in the coming years for delivery of change and where finance resources would require to be allocated at a strategic level while also recognising the importance of integrated plans and resource dependencies. AW considered the detail around this should be brought back to the CC for scrutiny.

11.5 The Committee recognised progress in organisational capability and capacity for change over the past year and emphasised a key driver for embedding this capability was through enforcement of the business case process.

11.6 The Committee discussed the impact of culture and behaviour when using new technology. SO'D provided assurance that the Wrike system was being thoroughly utilised by the ICT function who were experienced in assigning resources to their work plan and the thought process and methodology behind that.

11.7 The Committee noted that it would take some time to embed the new system and undertake analysis of how it was working.

11.8 The Committee requested that a brief closing report be presented to the next CC meeting detailing the current position, measures and actions being undertaken and the rationale as to why the report could be removed from the agenda, thereby providing the Committee with the appropriate assurance.

**ACTION: CM**

11.9 **The Committee scrutinised the report**

## **12 RISK**

### **12.1 Portfolio Office Risk Report**

12.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office. The following key points were highlighted:

- Standard report presented with Risks above 15 highlighted.
- Discussion around the risk report at Portfolio level was held earlier in the meeting under item 6.

12.1.2 **The Committee scrutinised the report.**

**13 COMMITTEE ROLLING FORWARD PLAN**

**13.1 Committee Forward Plan**

13.1.1 The Committee noted the Forward Plan. The following items would be added to the Forward Plan.

- Command and Control Mobilising System Closing Report

13.1.2 It was agreed that once the TOR had been finalised and approved, the Forward Plan would be reviewed and revised as necessary.

13.1.3 AW advised that the New Mobilising System (NMS) was a standing item on the Board Forward Plan and therefore the Special CC meetings to discuss NMS may not be required during the implementation phase. It was agreed to keep the scheduled diary slots for the Special Private NMS meetings in the event that additional time is required for other specific programme discussions to take place, however, the meeting scheduled for 18 December 2024 was not required and would be cancelled.

**13.2 Items for consideration at Future IGF, Board and Strategy Day Meetings**

13.2.1 The following items were identified:

- New Terms of Reference (TOR) to IGF

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

**14 REVIEW OF ACTIONS**

14.1 CC confirmed that 5 formal actions were recorded during the meeting.

**15 DATE OF NEXT MEETING**

15.1 The next full public meeting is scheduled to take place on Thursday 6 February 2025.

15.2. There being no further matters to discuss, the public meeting closed at 1130 hrs.



## CHANGE COMMITTEE – ROLLING ACTION LOG



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

### Background and Purpose

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

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 4 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 4 actions noted as completed (Blue status), note 3 actions categorised as Green status and note one action categorised as Yellow status on the action log.

**CHANGE COMMITTEE  
ROLLING ACTION LOG**

Committee Meeting: 9 November 2023						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
9.2.2	<b>Committee Aligned Directorate Risks</b> In regard to differing risk criteria between project and service risks, further information/ discussions on the nuance to be taken at the Audit and Risk Assurance Committee	CM	February 2024			<p><b>Update (15/02/2024):</b> Portfolio Office are now a stand alone function reporting directly to the Interim Deputy Chief Officer for Corporate Services. A meeting is scheduled with the Risk &amp; Audit Manager to discuss an approach to the Portfolio Management risk report.</p> <p><b>Update (02/05/2024):</b> Change Committee Risk Report provided. SSRP risk register now in development – see highlight report.</p> <p><b>Update (01/08/2024):</b> Following a meeting between the Interim Deputy Chief Officer – Corporate Services, Head of Portfolio Office and the Risk &amp; Audit Manager, it has been agreed to set up a portfolio level risk register which will be developed over the next quarter. It is anticipated that the report will be managed via the Change Portfolio Progress Group.</p> <p><b>Update (07/11/2024):</b> An overarching portfolio risk register is being developed and workshops are being planned with senior stakeholders to identify owners and agree scoring for each risk. The</p>

						<p>register will then be presented to CC for scrutiny.</p> <p><b>Update (06/02/2025):</b> Draft portfolio risk log has been documented and meetings have been arranged with senior stakeholders to discuss the portfolio level risks. The intention is to bring this into governance from the 1<sup>st</sup> April with new portfolio governance arrangements.</p>
--	--	--	--	--	--	--

Committee Meeting: 1 August 2024						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.2.11	<p><b>Rostering Project Dossier:</b> The Committee requested that once the contract had been finalised, the assumptions for timelines and deadlines were to be confirmed</p>	<p>PMcG/ ET</p>	<p>November 2024</p>		<p>January 2025</p>	<p><b>Update (07/11/2024):</b> Timelines for contract to be signed have been met. Now officially in the design phase until January 2025. Deadline to complete the data gathering section of this phase have been met in a timely fashion. The blueprint for the scale and setup of delivery workstreams to carry the Rostering Project to completion are still working within expected timescales although securing appropriate resources has been a long standing identified risk within the project. The Rostering team have been liaising with the Portfolio Office to secure adequate resource to support the design work and we are awaiting the outcome of interviews for a Senior Business analyst which are currently taking place. Project team are planning to implement the system based on</p>

					<p>current policies and procedures. Work on “enabling policy changes” has been picked up by PO? and progress on these, plus implementation of On Call Ts&amp;Cs, will directly impact on the realisation of both cashable and efficiency benefits.</p> <p><b>Complete (06/02/2025):</b> The plan for implementation has been developed with Gartan. It assumes a go live of Wholetime Rostering first to be followed by On Call Availability and Activity Recording for Payroll. The implementation will be incremental across Scotland starting in August 2025 and running through to the end of the calendar year.</p>
9.3	<p><b>Police Scotland and SFRS Corporate Services Collaboration Review:</b> The Committee requested clarity on how the Reform Collaboration Group would report into the SFRS governance structure and how the Committee would oversee the PS/SFRS collaboration actions</p>	MMcA	November 2024	February 2025	<p><b>Update (07/11/2024):</b> The RCG are meeting on Thursday 21 November 2024 to discuss Governance. Following this an update will be provided.</p> <p><b>Complete (06/02/2025):</b> The RCG agreed in 2024 that the minutes of its meetings would be shared with all 3 partner Services to be distributed to Board members. A RCG overview report has also been developed. This report will be produced on a six monthly basis to be shared with the three partner Services and the Scottish Government. The first report is being tabled at the SFRS Corporate Board on the 17<sup>th</sup> February 2025 and will subsequently be presented to the Change Committee. Future reports will be presented at the</p>

						appropriate CB and CC meetings thereafter.
--	--	--	--	--	--	--

Committee Meeting: 7 November 2024						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
6 6.1.5	<b>Action Log</b> <u>8.3.4 - ESMCP Project Change Request and Dossier</u> : Meeting to be arranged between SO'D and CM to discuss interdependencies between ESMCP, in-vehicle solutions and the new mobilising system and feed back to the committee.	SO'D / CM	February 2025			<b>Update (06/02/2025)</b> : Meeting scheduled for week commencing 3 <sup>rd</sup> February between CM and the Programme Manager to discuss inter-dependencies. Verbal update will be provided to the Change Committee.
7.3	<b>Proposed Draft Terms of Reference – Strategy and Change Committee</b> : Committee requested an opportunity to explore the specific areas of SSRP that are required to be reported to the committee.	AW	February 2025			<b>Update (06/02/2025)</b> : AW will provide a verbal at meeting. SSRP has now been disaggregated into three distinct programmes of work, which report through Governance arrangements in their own right.
7.4	<b>Proposed Draft Terms of Reference – Strategy and Change Committee</b> : Meeting to be arranged between SJB and CM to discuss the criteria for major change projects.	SJB/CM	February 2025		November 2024	<b>Complete (06/02/2025)</b> : Meeting took place between SJB/CM to discuss project criteria November 24. Following discussions with SFRS stakeholders, a process is being developed to link project size and complexity with the revised business case process
8.2.3	<b>Closing Report – Web/iHub Design Project</b> : A report to be brought forward detailing the benefits following the evaluation process.	MW	February 2025			<b>Update (06/02/2025)</b> : Not yet available due to work still underway.
11.8	<b>SFRS Change Maturity, Capacity and Capability</b> : Closing report to be presented detailing the current position, measures and actions being undertaken and the rationale as to why the report could be removed from the agenda.	CM	February 2025		February 2025	<b>Complete (06/02/2025)</b> : Closing report provided to Change Committee.

**Working together  
for a safer Scotland**



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

# SCOTTISH FIRE AND RESCUE SERVICE BOARD

## CORPORATE GOVERNANCE

### TERMS OF REFERENCE FOR THE STRATEGIC PLANNING AND CHANGE COMMITTEE

Original Author/Role	GC Chris Casey
Date of Risk Assessment (if applicable)	N/A
Date of Data Protection Impact Assessment (if applicable)	N/A
Date of Equality Impact Assessment	TBC
Quality Control (name)	Stuart Ballingall, Board Member
Authorised (name and date)	SFRS Board – TBC
Date for Next Review	March 2026

**VERSION HISTORY**

<b>Version</b>	<b>Change</b>	<b>Who</b>	<b>When</b>
1.0	First version issued: Strategic Planning and Change Committee	GC Chris Casey	

## CONTENTS

1. INTRODUCTION
  2. MEMBERSHIP
  3. REPORTING
  4. RESPONSIBILITIES
  5. RIGHTS
  6. ACCESS
  7. MEETINGS
  8. RELATIONSHIP TO OTHER COMMITTEES
  9. INFORMATION REQUIREMENTS
- APPENDIX 1 – COMMITTEE MEMBERSHIP



## 1. INTRODUCTION

- 1.1 The Scottish Fire and Rescue Service (SFRS) Board have established a Committee of the Board, known as the Strategic Planning and Change Committee.

## 2. PURPOSE

- 2.1 The overall purpose of the Committee is to provide scrutiny and challenge of strategic/financial planning and change resource allocation and delivery.
- 2.2 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference.
- 2.3 Along with all staff, the Board and its Committees have a key part to play embedding and living '[Our Values](#)', Safety, Teamwork, Respect and Innovation, and promote a culture of equality, diversity and inclusion.

## 3. MEMBERSHIP

- 3.1 The Committee will comprise of five Board Members appointed by the Board, one of whom will be appointed as Chair, and another as Deputy Chair of the Committee. The Committee will be supported by the Deputy Chief Officer, Interim Deputy Chief Officer (Corporate Services) and the Head of Portfolio Office, as well as other officials of the SFRS staff, as appropriate to the agenda.
- 3.2 The Committee has the authority to invite representatives of related partner organisations and/or bodies, as appropriate, to Committee meetings to assist with their work.
- 3.3 The composition and effectiveness of the Committee will be reviewed annually by the Board. A full list of the membership is detailed in [Appendix 1](#).

## 4. REPORTING

- 4.1 Minutes of the meetings of the Committee will be submitted to meetings of the Board. The Committee may submit special reports to the Board as required.
- 4.2 Minutes of the meetings of the Committee will be published on the SFRS website.
- 4.3 The Chair of the Committee will provide a quarterly verbal report to the Board.
- 4.4 An Annual Statement of Assurance will be prepared by the Committee at the end of each fiscal year.

## 5. RESPONSIBILITIES

- 5.1 The primary responsibilities of the Committee are to provide:
- Scrutiny and oversight of strategic, change and financial planning of the organisation.
  - Strategic oversight of the Change Portfolio and budget provision (resource and capital) ensuring alignment with the Strategic Plan and available delivery capacity and capability.
  - Detailed scrutiny and oversight of specific major change projects as directed by the Board.
  - Scrutiny and oversight of the SSRP.

## 6. RIGHTS

6.1 The Committee is authorised by the Board to make decisions within their limits of responsibilities under these Terms of Reference as detailed within [Section 4.1](#). This however is subject to ensuring that any decision made does not adversely impact on the Strategic Direction of the SFRS, which will continue to be subject to SFRS Board scrutiny and governance arrangement and must always be deferred back to the Board.

6.2 The Committee may:

- Scrutinise and authorise the delegated areas of responsibility referred to in [Section 4](#);
- Invite additional members for a limited period to provide specialist assistance. However, where there is associated expense, this must have prior approval from the Chair of the Board and Accountable Officer;
- Procure specialist advice at the expense of the organisation, subject to budgets agreed by the Chair of the Board in conjunction with the Accountable Officer;
- Approve previous Committee minutes at the next Committee meeting;
- Hold private workshop sessions, as required, for development purposes and to accommodate organisational input and support.

## 7. ACCESS

7.1 Members of the Strategic Leadership Team, as required, will have free and confidential access to the Chair of the Committee.

## 8. MEETINGS

8.1 The procedures for meetings of the Committee are:

- To meet formally and in public at least on a quarterly basis;

## OFFICIAL

- To consider and agree, in line with the Standing Orders, whether any item on the Agenda needs to be considered in private;
- For the Chair of the Committee, in consultation with Members, to request an additional meeting, if considered necessary;
- A minimum of 3 Committee members will be present for the meetings to be deemed quorate;
- In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair. In both their absence and in agreement with the remaining three Committee members present, any one member is authorised to assume the role of Chair for the duration of the meeting.

### **9. RELATIONSHIP TO OTHER COMMITTEES**

9.1 The Committee will have strategic relationships with these Committees:

- Service Delivery;
- People;
- Audit and Risk Assurance.

9.2 The Integrated Governance Forum will assist by reviewing and co-ordinating intended outcomes between Committees, to prevent duplication and ensure alignment of business, while capturing any common themes.

### **10. INFORMATION REQUIREMENTS**

10.1 All relevant documentation for the Committee must be provided as per the schedule for their meetings.

## APPENDIX 1 – COMMITTEE MEMBERSHIP

### Members

- 5 Board members;
- Chair of Board (Ex-officio Member).

### Others in attendance

- Deputy Chief Officer;
- Deputy Chief Officer (Corporate Services);
- Director of Strategic Planning, Performance and Communications
- Director of Finance and Contractual Services
- Head of Governance, Strategy and Performance
- Head of Portfolio Office;
- Portfolio Office;
- Board Support;
- Other representation, as appropriate and by invite.

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



Report No: C/SPCC/04-25

Agenda Item: 8.1

<b>Report to:</b>	<b>STRATEGIC PLANNING AND CHANGE COMMITTEE</b>							
<b>Meeting Date:</b>	<b>6 FEBRUARY 2025</b>							
<b>Report Title:</b>	<b>SFRS STRATEGY UPDATE AND PLANNING PROCESS</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<a href="#"><u>A</u></a>	<a href="#"><u>B</u></a>	<a href="#"><u>C</u></a>	<a href="#"><u>D</u></a>	<a href="#"><u>E</u></a>	<a href="#"><u>F</u></a>	<a href="#"><u>G</u></a>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this paper is to present the Strategic Planning and Change Committee (SPPC) with an update on progress of the SFRS Strategy 2025-28 and the planning process that will now follow.							
<b>2</b>	<b>Background</b>							
2.1	Through Section 41B of the Fire (Scotland) Act 2005 (as amended) the Scottish Fire and Rescue Service (SFRS) is legally required to have in place a Strategic Plan which sets out its functions during a period of three years.							
2.2	The current Strategic Plan 2022-25 was approved by the Minister for Victims and Community Safety in October 2022.							
2.3	As a first step towards realigning publication of the Plan to the financial year; and to avoid consultation overlap with other Service business, the development of the Plan has been brought forward.							
2.4	Now called the SFRS Strategy 2025-28, the draft is currently subject to a public consultation exercise – running between 5 February and 2 April 2025. Following review of the feedback received and any required amendments, the final SFRS Strategy 2025-28 will be presented to the SFRS Board for approval in May 2025.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	The SFRS Strategy sets our national direction for the Service and shapes our approach to how we plan and deliver our services across the Service.							
3.2	On publication of a new SFRS Strategy, the following business planning documents require review and re-alignment to ensure that they are reflective of the new ambitions/strategic priorities:							
3.3	<u>Performance Management Framework (PMF)</u>							
3.4	Our Performance Management Framework defines how we manage our performance and how we use performance indicators to inspire improvement. The PMF provides the SFRS Board with relevant information on our performance to support their role in scrutinising the Service and accounting to the people of Scotland for how we perform in delivering our Strategic Priorities.							

3.5 SFRS Three-Year Delivery Plan

3.6 Our Strategy will be delivered through our SFRS Three-Year Delivery Plan. This is a rolling planning document that details how we will deliver these priorities over the duration of the Strategy. It contains the most important activities that are required each year to deliver our ambitions. Including our major change programmes and projects.

3.7 Directorate Plans & Functional/Team Plans

3.8 From a corporate perspective, delivery of the SFRS Three Year Plan is supported by Directorate Plans. These go into further detail of the Directorate level work that will be carried out throughout the year. These Plans are scrutinised by Directorate Management Teams; and form the basis of the work that is undertaken by individual teams through Functional/Team Plans.

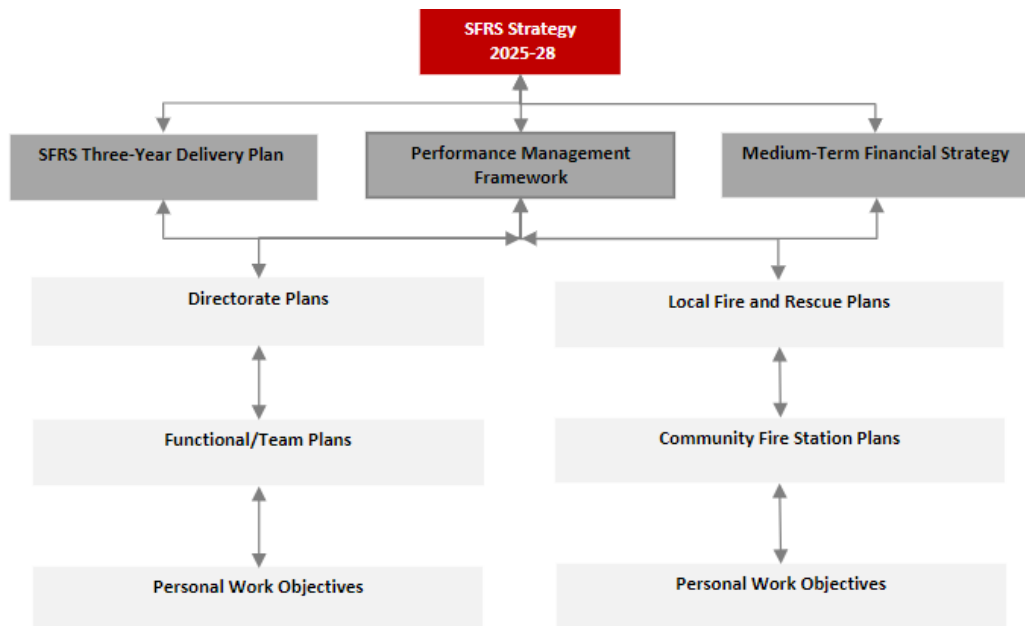
3.9 Local Fire and Rescue Plans

3.10 From an operational perspective, delivery of the SFRS Strategy and Three-Year Plan is supported by Local Fire and Rescue Plans. These plans are community focused and detail how national priorities will be delivered with local risk and need at the forefront. Progress against Local Fire and Rescue Plans is scrutinised by Local Management Teams and Local Authority Scrutiny Committees.

3.11 Community Fire Station Plans

3.12 Local Fire and Rescue Plans are supported by Community Fire Station Plans, showing how each station in that local authority area will contribute to the delivery of the Local Fire and Rescue Plan and deliver this Strategy.

3.13 This diagram shows how our planning process provides clear guidance at every level of the Service.

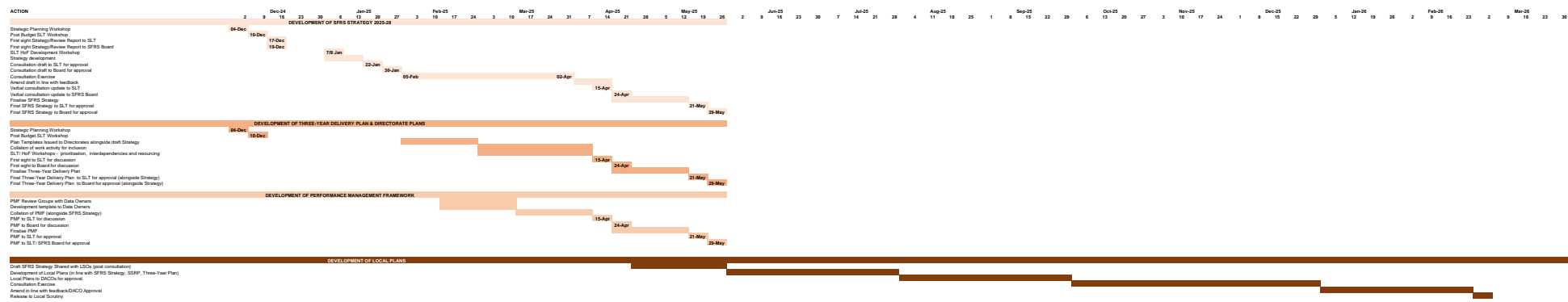


3.14	<b>Business Planning Review and Development Process</b>
3.15	Following a development process, the draft SFRS Strategy 2025-28 was approved for public consultation at the end of January 2025.
3.16	Using the content of the draft Strategy, work will now begin to ensure that our planning and performance documents, as outlined above, are aligned to, and deliver against the new strategic priorities and outcomes. A timeline for this work is available at <b>Appendix A</b> .
3.17	This development work, which will take place between February and May 2025, will take place concurrently – due to both the time constraints and the relationship between each of the planning documents. For instance, development of the Three-Year Delivery Plan will naturally require Directorates to consider all levels of work, leading to identification of actions that are then categorised into those for the Three-Year Delivery Plan, Directorate Plans and Functional/ Team Plans.
3.18	Strategic Leadership Team (SLT) workshops are planned during this period which will be focused on the prioritisation of work over the years ahead.
3.19	Revision of the Performance Management Framework will take place during the same time period, allowing us to publish a new Performance Management Framework following the SFRS Strategy 2025-28. This iteration of the Performance Management Framework will follow Performance Management Process methodology – a practical performance measurement approach to develop key performance indicators that are meaningful and measure what matters.
3.20	Development of Local Plans will begin in April 2025. This will ensure that development of Local Fire and Rescue Plans can consider the final published Strategic Priorities, the SFRS Three-Year Delivery Plan and aspects of the Strategic Service Review Programme. Following the development period for the local plans and a 12-week consultation exercise, it is anticipated that Local Fire and Rescue Plans could be available to be released to local scrutiny in March 2026. At that point, development of Community Fire Station Plans (not included in Appendix A) can be developed to support delivery of local priorities.
<b>4</b>	<b>Recommendation</b>
4.1	The Committee members are invited to: <ul style="list-style-type: none"> <li>• Review the content of this paper.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	The SFRS risk appetite will be used to guide decision making during the development process.
5.2	<b>Financial</b>
5.2.1	Financial challenges need to be forefront in managing expectations on what can be delivered over the Strategy lifecycle. Prioritisation sessions with the SLT are planned to better align the Strategy Priorities with financial planning processes.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	The SFRS Strategy 2025-28 supports our commitment to achieving greater sustainability. This, in turn, will be supported through our business planning documents.
5.4	<b>Workforce</b>
5.4.1	The SFRS Strategy 2025-28 supports our workforce. This, in turn, will be supported through our business planning documents.



5.5 5.5.1	<b>Health &amp; Safety</b> The SFRS Strategy 2025-28 strengthens our commitment to supporting the health and safety of our people. This, in turn, will be supported through our business planning documents.	
5.6 5.6.1	<b>Health &amp; Wellbeing</b> The SFRS Strategy 2025-28 strengthens our commitment to supporting the health and wellbeing of our people. This, in turn, will be supported through our business planning documents.	
5.7 5.7.1	<b>Training</b> There are no specific training implications associated with this report	
5.8 5.8.1	<b>Timing</b> The timeline for development is attached at Appendix A.	
5.9 5.9.1	<b>Performance</b> How we design the performance management framework as part of our business planning is described in this report.	
5.10 5.10.1	<b>Communications &amp; Engagement</b> Support from the Communications Team will be sought to help promote publication of the SFRS Strategy and associated Business Planning documents.	
5.11 5.11.1	<b>Legal</b> Section 41B of the Fire (Scotland) Act 2005 (as amended) requires the SFRS to prepare a three-year Strategic Plan.	
5.12 5.12.1	<b>Information Governance</b> A Privacy Notice and Data Protection Impact Assessment has been developed to support the consultation exercise for the SFRS Strategy.	
5.13 5.13.1	<b>Equalities</b> There are no equality implications to this information paper. However, a draft Equality and Human Rights Impact Assessment has been developed for the SFRS Strategy.	
5.14 5.14.1	<b>Service Delivery</b> The SFRS Strategy 2025-28 and associated business planning documents do and will include commitments in relation to service delivery.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	SFRS is always looking to improve its planning and performance processes. The creation of the business planning documents are developed in conjunction with the relevant Directorates/Functions and in an attempt to strengthen the development process further, there is a greater focus this year on prioritisation of any work activity required to support the SFRS Strategy. Including the assurance that this activity can

		be managed within timescales, resourced and performance measured.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	<b>Appendix A: Business Planning Document Timeline</b>	
<b>Prepared by:</b>	Louise Patrick, Strategic Planning and Partnerships Coordinator	
<b>Sponsored by:</b>	Richard Whetton, Head of Governance, Strategy and Performance	
<b>Presented by:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications	
<b>Links to Strategy and Corporate Values</b>		
The review and preparation of a Strategic Plan is a legislative requirement.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Planning and Change Committee</i>	<i>6 February 2025</i>	<i>For Scrutiny</i>



# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



Report No: C/SPCC/01-25

Agenda Item: 9.1

<b>Report to:</b>	<b>STRATEGIC PLANNING AND CHANGE COMMITTEE</b>							
<b>Meeting Date:</b>	<b>6 FEBRUARY 2025 (DATA AS OF: 6 JANUARY 2025)</b>							
<b>Report Title:</b>	<b>PROGRAMME PROJECT HIGHLIGHTS REPORT</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPCC) with a wider overview of the identified following areas – Risk, Interdependencies, Costs and Capacity to Deliver.							
<b>2</b>	<b>Background</b>							
2.1	The Portfolio Office (PO) will update the SCC with available information associated with this programme during the reporting period.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	<b>Interdependencies</b>							
3.1.1	The capacity from the Training, Safety and Assurance, ICT across various projects remains a key dependency.							
3.1.2	There are key dependencies and interdependencies with the People Payroll Training and Finance, Rostering, Service Delivery Review, Emergency Services Network, and New Mobilising System projects.							
3.2	<b>Capacity to Deliver</b>							
3.2.1	Full stakeholder engagement along with continuous monitoring of resource availability and allocation will be essential to ensure SFRS have the appropriate level of capacity to deliver all major change projects. The Portfolio Function will seek to develop Capacity Planning capabilities and embed across the change portfolio.							
3.2.2	Ongoing potential impact on retirements and Pension update.							
3.3	<b>Project Performance showing Red or Amber</b>							
3.3.1	<b>New Mobilising System</b> - The overall RAG status of the project is Amber. The project's timeline remains Amber as the project implementation plan is in draft iteration. The path to green involves approval and baselining of full project implementation plan which is on target for mid-January 2025 completion. Skills & Resource is Green with two Watch Commanders (Operations Control) onboarded in early December to the configuration and testing workstream, and the Programme Director recruited with on-boarding undertaken in December and contract starting 6 January 2025. Costs and Quality remain Green - no significant risks or issues to report.							

3.3.2	<p><b>Emergency Services Network_ In Vehicle Systems</b> showing Amber for Time. Current staff requirements now in place, training and Operational evaluation lead will be able to move forward with outstanding work. Fleet lead already fully engaged with workstreams. IVS PM now working focused on delivery and integration of Modas software</p>
3.3.3	<p><b>PPFT</b> - Overall health is changed from red to amber as the project has had approval to enter a timebound discovery phase with SG. Time is red until an agreed and rebaselined timeline is in place and skills &amp; resources is red following the raising of Senior Business Analyst issue and lack of Project Manager. Quality is amber because of lack of Senior Business Analyst expertise to ensure quality of SGSSP solution fit until discovery is underway. Cost is held at amber and the cost of discovery phase will be drawn down from a ring fenced project budget. The current period delivery trend increased as approval for discovery phase received and preparations now well underway</p>
3.3.4	<p><b>Rostering</b> remains red for skills &amp; resources despite the Senior Business Analyst joining the team with effect from 3 December 2024. This is because of risks reported around competing priorities of SRO and the temporary nature of the team's contracts. A new issue has been raised around the size of team and the disproportionate effect that additional work has on project progress.</p>
3.3.5	<p><b>Service Delivery Review</b> The overall health is currently rated as amber due to resource pressures, and complexity of work involved in developing impact assessments. Recruitment of posts approved within the recent business case is underway. The overall RAG should improve following embedding of additional resource, completion of the dependent tasks involved in the Hurdle Criteria and any underpinning data quality or integrity issues being resolved.</p>
<b>4</b>	<b>Recommendation</b>
4.1	<p>The SPCC is asked to:</p> <ul style="list-style-type: none"> <li>a) Scrutinise the contents of the current report</li> <li>b) Consider the risk mitigation actions within the report and provide feedback as necessary.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<p><b>Risk</b></p>
5.1.1	Resourcing impact due to potential retirements due to Pension update.
5.2	<p><b>Financial</b></p>
5.2.1	There is no direct finance impact arising from this report
5.3	<p><b>Environmental &amp; Sustainability</b></p>
5.3.1	There are no direct key environmental & sustainability implications arising from this report.
5.4	<p><b>Workforce</b></p>
5.4.1	As detailed in section 3.1
5.5	<p><b>Health &amp; Safety</b></p>
5.5.1	There are no direct Health and Safety implications associated with this report.
5.6	<p><b>Health &amp; Wellbeing</b></p>
5.6.1	There are no direct Health and Wellbeing implications associated with this report.
5.7	<p><b>Training</b></p>
5.7.1	There are no direct Training implications associated with this report.

5.8 5.8.1	<b>Timing</b> As detailed in section 3.1.	
5.9 5.9.1	<b>Performance</b> As detailed in section 3.1	
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no direct key performance implications arising from this report.	
5.11 5.11.1	<b>Legal</b> There are no direct key legal implications arising from this report.	
5.12 5.12.1	<b>Information Governance</b> A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this cover paper.	
5.13 5.13.1	<b>Equalities</b> An Equalities Impact Assessment is not required as there is no personal/sensitive information on this cover paper.	
5.14 5.14.1	<b>Service Delivery</b> There are no direct key Service Delivery implications arising from this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Liz Barnes, Interim Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.2	<b>Rationale:</b>	To provide maximum business value and to monitor progress, the project costs, time, quality and resources are reviewed based on a red and amber escalation RAG status, including key dependencies and interdependencies.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A: Combined Highlight Report.	
<b>Prepared by:</b>		Portfolio Office
<b>Sponsored by:</b>		Liz Barnes, Interim Deputy Chief Officer
<b>Presented by:</b>		Gillian Buchanan, Portfolio Manager
<b>Links to Strategy and Corporate Values</b>		
We are fully accountable and maximise our public value by delivering a high quality, sustainable and rescue service for Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Strategic Planning and Change Committee</i>		<i>6 February 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For Scrutiny</i>

APPENDIX A

PROJECT HIGHLIGHT REPORT 26 November 2024 - 06 Jan 2025																																																																																							
Project Name		New Mobilising System (NMS)		SRO	Jon Henderson	Project Manager	Kate Whitelaw	Project Start Date	06/01/2023	Original Project End Date	Phase 1: 31/12/2025	Change Rev																																																																											
Strategic Outcome Alignment		Outcome 2	Outcome 3	Outcome 5	Outcome 6	Revised Project End Date					31/10/2026	Rev 1																																																																											
Project Update						Project Governance & Mgmt. Control																																																																																	
Progress in this reporting period:																																																																																							
Delivery - The Design and Due Diligence phase completed on 22 November, following receipt of High Level Design and first draft of detailed project implementation plan which are due to be reviewed and baselined mid-January 2025. Milestone dates continue to be iterated until plan has been baselined.																																																																																							
Project Governance - Project have been engaging with the Digital Assurance Office to plan upcoming assurance review for February and September 2025. The project held the first NMS Design Authority working group on 13 December for NMS related technical discussions. First Steering Group took place 17 December whereby terms of reference were agreed.																																																																																							
Business readiness activities - As is user journeys continue to be maintained, Senior Business Analyst (BA) has created a detailed As Is and To Be operating model canvas for use in on-boarding BA workshops. ICCS (ICCS) and Computer Aided Dispatch (CAD) information gathering documents for on-boarding BA activities are being progressed. Review of requirements is underway with a BA workshops scheduled for mid-January. Sandpit went live on 18 December following delay due to connectivity issues. Data transfer for ICCS and CAD has started, however awaiting completion of Data Sharing Agreement and NDA.																																																																																							
Comms & Engagement workshop - External communications were released on 12 November confirming signature of contract with Motorola. Further communications have been issued in relation to the site visits completed in Edinburgh, Dundee and Johnstone throughout November and December. Communications being prepared for sandpit go-live. Project team planning to visit other FRS end of January to gain insight to the functionality available within NMS prior to configuration testing.																																																																																							
Resources - All vacancies have been filled. 2 OC watch commanders were onboarded to the project w/c 02 December, with a further WC due to be onboarded mid January. Programme Director onboarding commenced mid December, and will join the project in January 2025.																																																																																							
Planned activities for next reporting period: - Approve and baseline project implementation plan expected January 2025. - Approve High Level Design end of January 2025. - Approve Training Needs Analysis and Training Strategy. - Finalise remaining business readiness activities as per plan.																																																																																							
<table border="1"> <thead> <tr> <th>Project Performance</th> <th>Overall Health</th> <th>Time</th> <th>Cost</th> <th>Quality</th> <th>Skills &amp; Resource</th> </tr> </thead> <tbody> <tr> <td></td> <td>A</td> <td>A</td> <td>G</td> <td>G</td> <td>G</td> </tr> </tbody> </table>													Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource		A	A	G	G	G																																																															
Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource																																																																																		
	A	A	G	G	G																																																																																		
<table border="1"> <thead> <tr> <th>Significant Milestone Forecast</th> <th>Progress</th> <th>Status</th> <th>Planned</th> <th>Latest Predicted Date</th> </tr> </thead> <tbody> <tr> <td>L1 - Design and due diligence phase</td> <td>100%</td> <td>Complete</td> <td>22/11/2024</td> <td></td> </tr> <tr> <td>L1 - Provision of Sandpit</td> <td>100%</td> <td>Complete</td> <td>12/12/2024</td> <td>16/12/2024</td> </tr> <tr> <td>L1 - NMS Core System Detailed Design &amp; Implementation Plan Approval</td> <td>50-75%</td> <td>In Progress</td> <td>20/01/2025</td> <td></td> </tr> <tr> <td>L1 - NMS workflow training &amp; design support, definition &amp; implementation of workflow (ICCS)</td> <td>0%</td> <td>Future Task</td> <td>12/02/2025</td> <td></td> </tr> <tr> <td>L1 NMS Core system build and test Integrated Communication Control (ICCS)</td> <td>0%</td> <td>Future Task</td> <td>12/06/2025</td> <td></td> </tr> <tr> <td>L1 - SFRS IT integration, data migration and configuration (ICCS)</td> <td>0%</td> <td>Future Task</td> <td>12/06/2025</td> <td></td> </tr> <tr> <td>L1 - SFRS site connectivity completion and test</td> <td>0%</td> <td>Future Task</td> <td>12/06/2025</td> <td></td> </tr> <tr> <td>L1 - Availability of SFRS test and train environment (ICCS)</td> <td>0%</td> <td>Future Task</td> <td>20/06/2025</td> <td></td> </tr> <tr> <td>L1 - NMS workflow training &amp; design support, definition &amp; implementation of workflow (CAD)</td> <td>0%</td> <td>Future Task</td> <td>24/07/2025</td> <td></td> </tr> <tr> <td>L1 - Availability of SFRS test and train environment (CAD)</td> <td>0%</td> <td>Future Task</td> <td>17/12/2025</td> <td></td> </tr> <tr> <td>L1 - Full deployment of ICCS solution</td> <td>0%</td> <td>Future Task</td> <td>31/12/2025</td> <td></td> </tr> <tr> <td>L1 NMS Core system build and test Computer Aided Dispatch (CAD)</td> <td>0%</td> <td>Future Task</td> <td>09/02/2026</td> <td></td> </tr> <tr> <td>L1 - SFRS IT integration, data migration and configuration (CAD)</td> <td>0%</td> <td>Future Task</td> <td>09/02/2026</td> <td></td> </tr> <tr> <td>L1 - Full deployment of CAD solution</td> <td>0%</td> <td>Future Task</td> <td>31/10/2026</td> <td></td> </tr> </tbody> </table>													Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date	L1 - Design and due diligence phase	100%	Complete	22/11/2024		L1 - Provision of Sandpit	100%	Complete	12/12/2024	16/12/2024	L1 - NMS Core System Detailed Design & Implementation Plan Approval	50-75%	In Progress	20/01/2025		L1 - NMS workflow training & design support, definition & implementation of workflow (ICCS)	0%	Future Task	12/02/2025		L1 NMS Core system build and test Integrated Communication Control (ICCS)	0%	Future Task	12/06/2025		L1 - SFRS IT integration, data migration and configuration (ICCS)	0%	Future Task	12/06/2025		L1 - SFRS site connectivity completion and test	0%	Future Task	12/06/2025		L1 - Availability of SFRS test and train environment (ICCS)	0%	Future Task	20/06/2025		L1 - NMS workflow training & design support, definition & implementation of workflow (CAD)	0%	Future Task	24/07/2025		L1 - Availability of SFRS test and train environment (CAD)	0%	Future Task	17/12/2025		L1 - Full deployment of ICCS solution	0%	Future Task	31/12/2025		L1 NMS Core system build and test Computer Aided Dispatch (CAD)	0%	Future Task	09/02/2026		L1 - SFRS IT integration, data migration and configuration (CAD)	0%	Future Task	09/02/2026		L1 - Full deployment of CAD solution	0%	Future Task	31/10/2026	
Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date																																																																																			
L1 - Design and due diligence phase	100%	Complete	22/11/2024																																																																																				
L1 - Provision of Sandpit	100%	Complete	12/12/2024	16/12/2024																																																																																			
L1 - NMS Core System Detailed Design & Implementation Plan Approval	50-75%	In Progress	20/01/2025																																																																																				
L1 - NMS workflow training & design support, definition & implementation of workflow (ICCS)	0%	Future Task	12/02/2025																																																																																				
L1 NMS Core system build and test Integrated Communication Control (ICCS)	0%	Future Task	12/06/2025																																																																																				
L1 - SFRS IT integration, data migration and configuration (ICCS)	0%	Future Task	12/06/2025																																																																																				
L1 - SFRS site connectivity completion and test	0%	Future Task	12/06/2025																																																																																				
L1 - Availability of SFRS test and train environment (ICCS)	0%	Future Task	20/06/2025																																																																																				
L1 - NMS workflow training & design support, definition & implementation of workflow (CAD)	0%	Future Task	24/07/2025																																																																																				
L1 - Availability of SFRS test and train environment (CAD)	0%	Future Task	17/12/2025																																																																																				
L1 - Full deployment of ICCS solution	0%	Future Task	31/12/2025																																																																																				
L1 NMS Core system build and test Computer Aided Dispatch (CAD)	0%	Future Task	09/02/2026																																																																																				
L1 - SFRS IT integration, data migration and configuration (CAD)	0%	Future Task	09/02/2026																																																																																				
L1 - Full deployment of CAD solution	0%	Future Task	31/10/2026																																																																																				
Pathway to Green / Next Steps																																																																																							
SIGNIFICANT MILESTONES:																																																																																							
TIME: (REMAINS AMBER): The project's timeline remains Amber, despite contract signature and kick off of onboarding activities. Path to green involves agreement and baselining of full project implementation plan expected by mid-January 2025.																																																																																							
COST: (MOVED TO GREEN): Activities to return project underspend of £841,645 is now complete.																																																																																							
SKILLS / RESOURCE: (MOVED TO GREEN): Skills/Resource has moved to Green as recruitment for WCs for configuration and testing, and Programme Director is now complete. WCs onboarded onto the project early December, and Programme Director expected to start January 2025.																																																																																							
QUALITY: (REMAINS GREEN): The proposed solution is compliant with SFRS's outcome specification of requirements																																																																																							
Critical Path - Project Stage Completion																																																																																							
<table border="1"> <thead> <tr> <th colspan="2">Gate 0 - INTAKE</th> <th colspan="2">Gate 1 - PLANNING</th> <th colspan="2">Gate 2 - DELIVERY</th> <th colspan="2">Gate 3 - CLOSURE</th> </tr> <tr> <th>Planned</th> <th>Actual</th> <th>Planned</th> <th>Actual</th> <th>Planned</th> <th>Actual</th> <th>Planned</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>30/04/2023</td> <td>30/04/2023</td> <td>13/05/2024</td> <td>18/10/2024</td> <td>31/10/26</td> <td>dd/mm/yyyy</td> <td>31/03/2027</td> <td>dd/mm/yyyy</td> </tr> </tbody> </table>													Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE		Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	30/04/2023	30/04/2023	13/05/2024	18/10/2024	31/10/26	dd/mm/yyyy	31/03/2027	dd/mm/yyyy																																																			
Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE																																																																																	
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual																																																																																
30/04/2023	30/04/2023	13/05/2024	18/10/2024	31/10/26	dd/mm/yyyy	31/03/2027	dd/mm/yyyy																																																																																
Critical Risk, Issue & Dependencies																																																																																							
Dependency BRAG	Key Inter-Dependency				From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)																																																																															
On Track	Airwave Code of Connection (CoC) approval required by SFRS from Airwave in relation to the NMS Airwave connection whether on SFRS premises or supplier premises of required solution.				Airwave	SFRS	30/06/2025		30/06/2025																																																																														
On Track	Implementation of a range of ICT initiatives which support and enable the successful Go Live of the NMS First release.				ICT	NMS	30/06/2025		30/06/2025																																																																														
At Risk	Implementation of Rostering Go Live is required to provide data feeds and integration necessary for the NMS Computer Aided Dispatch (CAD) First release to be informed with live data.				Rostering	NMS	30/12/2025		30/12/2025																																																																														
Risk/Rag score	Top 3 Delivery Risks				Mitigation Plan			Date Identified	Risk Owner	By When																																																																													
16	NMS056 - There is a risk that there is insufficient time allocated or unavailability of staff rotas to train all SFRS teams before the go-live operations. The impact is that this would delay go-live. Traditionally Train-the-Trainer and follow up End User training commences after the UAT activities.				Ensure training material is developed earlier in the project delivery. Start Train the Trainer activities earlier, so that they are enabled earlier. SFRS start to deliver End User Training during the UAT phase (rather than post UAT phase) SFRS identify backup staff/OC to provide temporary cover (if needed)			21/11/2024	Kate Whitelaw	30/06/2025																																																																													
20	NMS055 - There is a risk of impact to operational capability if project timeline for CAD go-live is not met by October 2026 and SFRS remains reliant on existing fragile CAD system.				Ongoing management and support of existing systems to maintain capability, including implementation of Vision 5 DR at Dundee and Edinburgh and proposed extension of ProCAD contract at Johnstone. Ongoing NMS Project engagement with Existing Systems Contingency Group including support of contingency planning. SFRS and supplier to review full implementation plan.			04/11/2024	Head of Operations	31/10/2026																																																																													
16	NMS050 - There is a risk that during the cutover event it will be necessary to increase the NDCS ports and operator positions substantially on NMS causing a small number of days where contingency planning will be critical to maintaining SFRS operational capability				Cutover proposed by SDA to reduce the overall impact to the service by limiting the level of change at any one time. Moving West first reduces the operational risk because of the number of NMS positions available without the use of the OC workstations. A 'big bang' approach is possible where capacity would be more restricted but for a much shorter timescale (Motorola do not recommend this approach due to increased risk to service). Work with supplier to limit number of DCS ports tied up by NMS project to minimise operational risk.			09/09/2024	Head of Operations	12/12/2025																																																																													
Issue Impact	Top 3 Delivery Issues				Corrective Action			Date Identified	Issue Owner	By When																																																																													
Financial & Benefit Tracking																																																																																							
New Mobilising System (NMS) Provisional Financial Tracking. Reporting period: (Current Year from CMG report, Total Cost from approved OBC)										General Benefit Tracking																																																																													
										Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date																																																																										
Previous Year(s)										Current Year(s)			Total Cost	Variation	YES	02/08/2023	YES	02/08/2023																																																																					
Actual Spend £000's		Budget £000's		Year To Date Actual £000's		Forecast £000's		Future Year(s) £000's		Forecast Project Cost £000's		Business Case (BC) Cost £000's		£ Variation to BC £000's																																																																									
										Financial Benefit Tracking																																																																													
										Cashable Benefits Identified				Non-Cashable Benefits Identified																																																																									
										YES		£ Total Value		YES		£ Total Value																																																																							
										£ Variation to BC as %		Realisation Completion Date		dd/mm/yyyy		Realisation Completion Date		dd/mm/yyyy																																																																					
										Approach to Financial Benefit Realisation:																																																																													
										NB - Cashable and Non-Cashable Benefits will continue to be reviewed and updated throughout on-boarding and progress through Phase 1 implementation.																																																																													

PROJECT HIGHLIGHT REPORT 25 November 2024 - 6 January 2025										SCOTTISH GOVERNMENT						
Project Name	ESMCP/IVS		SRO	Sarah O'Donnell	Project Manager	Andrew Mosley	Project Start Date	30/08/2020	Original Project End Date	30/12/2023	Change Rev					
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Outcome 6	Outcome 7	Revised Project End Date		30/12/2029	Rev 2					
Project Update						Project Governance & Mgmt. Control										
<p><b>ESMCP</b></p> <p>Lot 2 User Services appointment has been made (BM). No official announcement has been made as yet, however it is expected to be soon and work is already progressing to move forward the ESMCP workstreams with BM and ESMCP.</p> <p>ESMCP SRO &amp; PD planned a visit to Scotland in November to meet the SG and SESS leads at the Strategic Meeting, this was however changed to a TEAMS meeting - Greg Aitken (Head of ICT) and Andy Mosley (ESMCP Programme Manager) were in attendance.</p> <p><b>NEXT STEPS : Await full Business Case from Programme, review and report to PB.</b></p> <p>Training and Operations Post advertised 22/10 - Interview of three candidates W/C 25/11. Colin Fowler successful applicant, started 20/12/24.</p> <p><b>NEXT STEPS: Further develop training plans.</b></p> <p><b>ESN DATA FIRST</b></p> <p>Agreement between Scottish Government and SFRS to issue a Direct Award for the R5 Vehicle Device fitting contract. Discussions via SFRS Procurement, Teletel &amp; Airwave / Motorola progressing to arrange a suitable direct award for the fitting contract. This will now include the Samsung Tablet fit.</p> <p><b>NEXT STEPS: Progress direct award with procurement and Teletel.</b></p> <p>Process mapping for the delivery, storage, building and distribution of the R5 (Data First), CF33 and Samsung Brackets (IVS) ongoing to ensure smooth rollout.</p> <p>Secure Technologies Asset Register (STAR) under development for ESN/CF33 transition. Demos and training are being prepared.</p> <p>National Fleet Coordinator role successful candidate started on 4 December now onboarding.</p> <p>Communications actions outstanding for ESMCP Programme, a long standing comms plan and timeline has been escalated with comms to have resource re-allocated to the programme and for actions to be progressed.</p> <p><b>IVS</b></p> <p>3TC SFRS have provided feedback regarding Solution Design v0.5 to 3TC (22/11) - awaiting response. Airwave Confirmation Testing has been scheduled for 7th - 9th Jan 2025. SFRS Project Team progressing well towards Sprint 1 goal. 3TC are finalising gazetteer data in Modas Solution for SFRS demo. Aiming for demo to be scheduled prior to Christmas.</p> <p>3TC will start to provide their sprint plans with SFRS for visibility of requirements and to ensure we are maximising value from each sprint.</p> <p>Additional support required to finalise the Azure Network Design. Due to the lack of internal knowledge on Azure, this design may need to be peer reviewed by an external supplier.</p> <p>Solutions design and infrastructure team working with 3TC to have the solutions design document signed off and SFRS infrastructure built. Data sharing between SFRS and 3TC agreed via NDA, data transfers now ongoing to progress build.</p> <p>IVS Project Manager joined SFRS on 28/10/24 and has implemented a sprint delivery approach and is progressing well on actions and liaising with internal SFRS and 3TC to move forward workstreams.</p> <p><b>NEXT STEPS: Close monitoring process towards the Sprint 1 goal while ensuring that any impediments are quickly addressed.</b></p>						Current Period Delivery Trend	→	Business Case	Project Dossier	Risk Register	Project Phase					
						Last Period Delivery Trend	→	YES	YES	YES	Delivery					
						Project Performance	Overall Health	A	Time	A	Cost	G	Quality	G	Skills & Resource	G
						Significant Milestone Forecast	Progress	Status	Planned	Latest Predicted Date						
Migration to ESN Data First	75-100%	In Progress	30/02/2025	03/02/2025												
Installation Company for R5 FVD employed- (Direct award to Teletel)	100%	Complete	11/01/2024	20/12/2024												
Airwave/ Data First Installation	0%	Future Task	11/01/2024	03/02/2025												
Deployment of 3TC MODAS software	0-25%	In Progress	01/11/2024	03/02/2025												
SFRS / Airwave CoCo updated (Azure cloud)	0-25%	In Progress	30/11/2024	28/02/2025												
Modas software Drop 1 (MVP) available from 3TC.	50-75%	In Progress	30/11/2024	31/01/2025												
Commence in-cab deinstall (Airwave SAN A/MDT/Getac)	0-25%	Future Task	01/02/2025	03/02/2025												
Commence in-cab install (Airwave SAN A/CF33/R5/Samsung Docks)	0-25%	Future Task	01/02/2025													
Modas software Drop 2	0%	Future Task	01/06/2025	01/08/2025												
ESN Data SIM available and added to R5	0%	Future Task	01/05/2025	01/01/2027												
Completion of Samsung tablet initial rollout (including Tablet docks) including EE 800MHz SIM	100%	Complete	01/06/2027	20/12/2024												
Complete in-cab install (Airwave/CF33/R5/Samsung Docks)	0%	Future Task	01/06/2027	01/06/2027												
Commence transition to ESN	0%	Future Task	06/01/2027	06/01/2027												
Airwave SAN A removed from all SFRS assets (Vehicles and OCs - Desktop sets) (COMPLETED)	0%	Future Task	30/12/2027	30/06/2029												
Airwave Shutdown	0%	Future Task	30/12/2029	30/21/29												
Pathway to Green / Next Steps																
TIME						SKILLS AND RESOURCE										
<p><b>ESMCP</b></p> <p>The pathway to green is via a staged plan starting with a R5 device in the red operational fleet supporting data on an enhanced commercial EE SM (800MHz), thereafter an ESN SIM for Data only and finally ESN Version 1 with Voice and Data followed by Airwave shut down.</p> <p>To allow this an ESN enabled control room needs to be in place (NMS) and the in-vehicle solution for MDT removal complete. Airwave devices will be removed and disposed of as part of the Firelink contract. ESN station coverage checks using Assure are now complete.</p> <p><b>ESN DATA FIRST</b></p> <p>Cost: Funding in place (Complete year one).</p> <p><b>IVS</b></p> <p>Delays in the software implementation are being worked through with new PM coming onboard and actions progressing.</p>						<p><b>ESN DATA FIRST</b></p> <p>Resources: Identify and contract a suitable Vehicle device Fitting Company Contract. (Teletel Direct award. Establish Service Management systems and processes with Handsfree Group. SFRS now has access to the HFG SM portal. Meeting planned between the SFRS Service Desk Management and learn and the HFG team.</p> <p>Appointed National ESMCP Fleet Lead to coordinate this work. Suitable applicant found, job offer made.</p> <p><b>IVS</b></p> <p>Cleanse SFRS OI data. Prepare SFRS hardware and connectivity.</p>										
Critical Path - Project Stage																
Gate 0 - INTAKE			Gate 1 - PLANNING			Gate 2 - DELIVERY			Gate 3 - CLOSURE							
Planned Completion	Actual Completion		Planned Completion	Actual Completion		Planned Completion	Actual Completion		Planned Completion	Actual Completion						
30/06/2020	30/07/2020		30/08/2020	01/06/2027		02/06/2027	tbc		30/12/2029	tbc						
Critical Risk, Issue & Inter-Project Dependencies																
Dependency BRAG	Key Inter-Dependency					From (Giver)	To (Receiver)	Due Date (From)		Due Date (To)						
On Track	Command and Control New Mobilisation System (NMS). No immediate issue or risk, however this will become an issue as we approach the transition to ESN from Airwave. Contact being maintained between Project teams. SFRS cannot transition to ESN on current C&C systems.					NMS	SFRS/ESN	01/01/2013		01/07/2025						
At Risk	Approval of ESN Code of Connection. Work ongoing with Airwave re the CoCo changes for the Azure connectivity with MODAS.					Airwave /3TC	SFRS/ESN	05/09/2024		31/01/2025						
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan			Date Identified	Risk Owner		By When					
16	ESMCP014 - Modas CF33 software delay in delivery: There is a risk that the delay in the delivery and implementation of the MODAS software will hold back the hardware installation of the CF33, Airwave Voice device and the R5. This may also increase installation costs. Latest date provided by 3TC is <b>February 2025</b> .				Meetings progressing with 3TC and SFRS to progress actions and build. Solution Design document and SFRS Azure Architecture main actions to be progressed. 5 technical workshops Integrated Data/VM Builds/Sequel Build/Internal Network/External (Airwave) Network. Workshops planned over coming month with 3TC and SFRS technical leads			16/05/2024	Programme Manager / IVS Project Manager		28/02/2025					
12	ESMCP002 - Technical Integration into Control Rooms: There is a risk of the technical integration of ESN into other legacy control room systems & back office applications not going to plan because of system compatibility and technical requirements resulting in technical and potentially operational issues that may cause delay to transition and additional costs.				SFRS ESMCP Lead is a member of the NMS Project Board. Relevant reports are shared with members of the NMS Project Team.			01/04/2022	Programme Manager		06/06/2025					
12	ESMCP005- Service Requests - In life Network Change: There is a risk that due an increase in most infrastructure there will be a significant increase the number of service requests requiring review this will result in additional staff being required to perform this task or the risk of critical outages being missed. The introduction of additional hardware and software will increase Service Desk work initially in early stages with User caused issues.				Resources are being closely monitored during the implementation of the 3TC Software. 3TC will provide processes for in life service management and these will be looked at with ICT Service Desk. There is also service management discussions being held with SFRS Service Desk and Handstee R5 with a service management portal being provided from Handsfree for SFRS Service Desk to use and SFRS also have the option to personalise the portal to suit SFRS processes. Programme risk being monitored by SESS and SFRS via membership of the Assurance.			01/01/2022	Programme Manager		04/04/2025					
Issue Impact	Top 3 Delivery Issues				Corrective Action			Date Identified	Issue Owner		By When					
Medium	Logistics of vehicle device fitting along with availability of fitting company and logistics associated to vehicle availability.				Direct award work ongoing - discussions between SFRS Procurement, Airwave / Motorola and Teletel ongoing to create suitable plan and direct award.			01/01/2021	Programme Manager/Head of Fleet		30/01/2025					
Medium	GIS and Gazetteer data project: Dependency on the data migration; There is an azure environment set up but the data needs to be migrated. There isn't a PM on this project as far as we know. We can't complete our testing etc until this is complete.				Seek more information on if a PM is being allocated to this and find out timeliness and impact			27/11/2024	IVS Project Manager		30/01/2025					
High	Availability of testing and development resource from SFRS (ICT), 3TC and Motorola / Airwave				Delayed delivery timescales for the software is impacting upon the availability of resources for both hardware and software development and fit. A fairly aggressive timeline will need to be pursued with some resource availability challenges overcome. Work ongoing to wider ICT team availability. SFRS ICT have in place a Test Analyst to help plan and organise testing. Motorola have now reassigned their SAN A transition Project Managers. Existing issue with SAN A software. Requirement for a dedicated ICT Test Manager.			30/05/2024	Programme Manager / IVS Project Manager		01/01/2025					
Financial & Benefit Tracking																
Provisional Financial Tracking Reporting period:						General Benefit Tracking										
Previous Year(s)	Current Year			Future Year(s)		Total Cost	Variation	Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan					
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's	YES	dd/mm/yyyy	NO	dd/mm/yyyy					
						Financial Benefit Tracking										
						Cashable Benefits Identified			Non-Cashable Benefits Identified							
						NO			£ Total Value							
						£ Variation to BC as %			YES							
						Realisation Completion Date			Realisation Completion Date							
						dd/mm/yyyy			dd/mm/yyyy							
						Approach to Financial Benefit Realisation:										



PROGRAMME HIGHLIGHT REPORT Period - 25 November 2024 - 6 January 2025										SCOTTISH Infrastructure	
Project Name	Service Delivery Review - Consultation Phase	SRO	David Farries	Programme Manager	Lorna Forrest	Project Start Date	2024	Original Project End Date	Consultation Phase End 2025	Change Rev	
<b>Project Update</b>					<b>Project Governance &amp; Mgmt. Control</b>						
<p>All actions from the SDR Board meeting on the 2 Dec are now in progress, including provision of a DSDS brief, draft brief on nucleus crewing, and initialising a project for 5WDS-4WDS (letter paper to come to February SDR Board). A paper on the definition of a 'Dormant Station' was tabled at the 16 Dec SSRP Board and has been updated following the helpful discussion.</p> <p>The prototype light touch impact assessment was approved as a suitable template at the last Programme Board and the remaining configuration light touch assessments are 98% complete with input from LSO SPOCs and SMEs. There was an issue identified on the 19 Dec that ORH (modelling supplier) had not provided us with the correct outputs for Lanarkshire, meaning the mapping element won't be complete until the 6 Jan to bring to 100%. To most effectively present the changes at the Hurdle Criteria Workshop, 16 configurations now comprising of 35 options have been impact assessed. This includes all options agreed at the Senior Leaders Workshops and interim options for some of the temp-permanent withdrawals. The Communications team are summarising these options ready for the Hurdle Criteria Workshop on 29 Jan - the delay on the mapping element does not impact this work. A development day for the Hurdle Criteria Workshop will be carried out on the 9 Jan with a Dress Rehearsal on the 16 Jan.</p> <p>The feedback session with Cheshire FRS was carried out on the 28 Nov to hear about their approach to changing duty systems and any staff/public engagement challenges. The PIC team have developed early thinking on stakeholder engagement (Boston matrix) and horizon scanning (Pestle), mapping this at an individual station level. We are also reviewing the feedback from the Public Participation Group on how best to present the impact assessments for the Balanced Room.</p> <p>Work continues to support the development of the PPP Vision and Strategy with the DACO/PPP Functional Leads, and benefits discussions continue. These will be further explored in the next stage of SDR as the consultation progresses to Balanced Room, and when a clearer picture of available staff will be in place. 2 GC's - Iain Cameron and Phil MacDonald - have been identified to assist AC Marshall with SME support on Specialist Appliances.</p> <p>The Training Impact Assessment Tool Project continues, a desktop workshop was held to aid in the design of the tool. Feedback was given by ACO McGoldrick for the Minimum Viable Product (MVP) due in Jan, which will give a level of categorisation of the impacts. Further data integration work to move/transform the requisite query data to the reporting repository is ongoing with ICT and the BI team. Following on from the MVP work the next phase of the project will be to enhance the tool to detail what those impacts are.</p>					Current Period Delivery Trend	Business Case	Project Dossier	Risk Register	Project Phase		
					Last Period Delivery Trend	YES	YES	YES	Planning		
					Overall Health	Time	Cost	Quality	Skills & Resource		
					Project Performance	A	A	G	G	A	
<b>Pathway to Green / Next Steps</b>					<b>Significant Milestones Forecast</b>						
<p><b>SIGNIFICANT MILESTONES:</b></p> <p><b>TIME (RED):</b> A new timeline was approved at the 2 Dec SDR Board, focusing on the dependencies, lead times and potential blockers. This suggests we could launch the consultation in June 2025 but is heavily caveated with dependencies being met and risks not increasing. The Business Impact Assessments are 98% complete with a revised date of the 6th Jan for some mapping amendments. The report on the temporary pump withdrawals, with input from OA, Operations Control and BI/Data services is being developed further however expected delivery date has slipped to end Jan 2025. Rich Whetton continues to chair a working group to progress a number of the data queries that are delaying completion of this task.</p> <p><b>COST (GREEN):</b> Based on responses from budget holders on spend so far, costs appear to be manageable. Additional costs were detailed via a business case.</p> <p><b>SKILLS / RESOURCE (AMBER):</b> A combined business case has been approved in principle requesting 10FTE staff to support with impact assessments and consultation readiness from Jan-July 2025. This includes EDI, Policy, Finance, BI, Control, PPP, Service Delivery and On Call resource. The recruitment for support staff posts is well underway with 1 position filled, 2 advertised and the remaining likely to be sourced from existing staff with backfill arrangements subsequently made.</p> <p>The overall health is currently rated as amber due to resource pressures, and complexity of work involved in developing impact assessments. The Overall RAG will improve following additional resource, completion of the dependent tasks involved in the Hurdle Criteria and any underpinning data quality or integrity issues being resolved.</p>					Temporary Withdrawals First Draft Report produced	50-75%	In Progress	01/09/2024	31/01/2025		
					Senior Leader North & West SDA workshops to sense check application of two hurdle criteria	100%	Complete	16/08/2024	24/09/2024		
					Workshop to apply all 4 hurdle criteria, with invited observers	75-100%	In Progress	29/01/2025	29/01/2025		
					Detailed Impact Assessments produced	75-100%	Future Task	31/03/2025	31/03/2025		
					Balanced Room materials prepared	0%	Future Task	07/04/2025	07/04/2025		
					Balanced Room Evaluation Appraisal events held with members of public	0%	Future Task	25/04/2025	25/04/2025		
					Consultation materials prepared	0%	Future Task	09/06/2025	09/06/2025		
					Public consultation launched	0%	Future Task	20/06/2025	20/06/2025		
					Public consultation concluded	0%	Future Task	12/09/2025	12/09/2025		
					Responses considered and final Board decision	0%	Future Task	01/12/2025	01/12/2025		
<b>Critical Path - Project Stage Completion</b>											
<b>Gate 0 - INTAKE</b>			<b>Gate 1 - PLANNING</b>			<b>Gate 2 - DELIVERY</b>			<b>Gate 3 - CLOSURE</b>		
Planned			Actual			Planned			Actual		
01/03/2024			01/02/2024			04/11/2024			02/12/2024		
						12/09/2025			TBC		
									TBC		
<b>Critical Risk, Issue &amp; Dependencies</b>											
<b>Dependency BRAG</b>	<b>Key Inter-Dependency</b>					<b>From (Giver)</b>	<b>To (Receiver)</b>	<b>Due Date (From)</b>	<b>Due Date (To)</b>		
At Risk	SDR is dependent on BI resource to develop a fit for purpose Power BI dashboard to present data which can show benefits and impact of change options.					BI Team	SDR Team	01/09/2023	Ongoing		
On Track	SDR is dependent on ORH to supply modelling data, replicated through BI, particularly on the impact of the temporary withdrawals. In order to fully impact assess each option we need to be able to define the extent of the station response area.					ORH and BI Team	SDR Team	01/09/2024	07/01/2025		
<b>Risk RAG/Score</b>	<b>Top Delivery Risks</b>					<b>Mitigation Plan</b>			<b>Date Identified</b>	<b>Risk Owner</b>	<b>By When</b>
20	<b>Benefits realisation - SDR011</b> There is a risk that the organisation does not deliver initiatives that will realise expected benefits i.e. cashable and non-cashable savings, due to lack of clearly defined targets amid dynamic programme constraints, resulting in ongoing or worsened budgetary pressures. Transferred from the SSRP risk register.					Significant financial benefits have been realised from the temporary withdrawals and this is in scope of future options and financial planning scenarios. A paper was produced for Sept Board but further drafting is underway. A benefits strategy is being developed and through the impact assessments we are starting to highlight more detailed benefits and disbenefits. SFRS had its budget settlement confirmed in Dec, which included a capital uplift of approx. £4M, however this does not mitigate a number of pressures around the service. A clear steer is required on short / mid and long term targets, to inform the type, scale and timescales for realising benefits as well as development of Financial Business Case(s) for the programme and options. This should emerge through the HC and Balanced Room processes.			12/10/2023	SRO	01/01/2028
15	<b>Consultation failure - SDR012</b> There is a risk SFRS fails to conclude Tranche 1 consultation before 2026 pre-election period, because complexity hinders readiness of options, resulting in widespread criticism internally and externally, delays to implementing change options and budgetary pressures. Transferred from the SSRP risk register.					A new timeline was baselined at the SDR Board on 2 Dec and additional resource was approved via CPiG in Nov 2024. We are on track to deliver the HC workshop end Jan 2025. However, the amount of work required to produce detailed impact assessments is significant so there is still a likelihood of delays to milestones. This is being closely monitored.			15/01/2024	Director of SPPC	01/08/2025
12->20	<b>Availability and Integrity of Data - SDR008</b> There is a risk that suitable data and metrics are not available or lack integrity of assurance, in order to model and assess the impact of changes, resulting in erroneous or delayed decision making.					A paper is being produced by Rich Whetton for 13 Dec outlining the data concerns and potential solutions. SDR Board to agree on 13 Jan whether this will suitably mitigate the risk. Meanwhile an Action Plan is in place to deal with the immediate SDR dependencies and tasks. Additional BI resource was approved via CPiG on 27 Nov. Recommended we increase this risk to RED 20 (5x4) from 12 (3x4) as this is now an issue.			01/09/2024	Head of SPPC	07/01/2025
<b>Issue Impact</b>	<b>Top Delivery Issues</b>					<b>Corrective Action</b>			<b>Date Identified</b>	<b>Issue Owner</b>	<b>By When</b>
High	Issue with call sign attribution BI reporting related to appliance and historical incident recording that can skew the data interpretation associated with station and areas in scope of the change options.					Further analysis and definition of the issues and a proposed rectification plan has followed with joint work agreed from the Business Intelligence team following a workshop on the 04/10/24. This will address Station/Admin boundaries and alignment of ORH data with BI requirements. Historical IRS data issues alongside correct Callsign attribution are more overarching issues - not just relevant to SDR. In addition, the SDR team met with Control and BI to facilitate a review of the Callsign issue and suitable corrective actions and measures, which will be followed up 13/01/2024. A meeting with the North and East Vision Control systems supplier - NEC, to be facilitated by SFRS ICT will also be required to look at historical source data issues.			10/11/2024	BI team - Gregor Welsh	30/01/2025
High	There was an issue identified on the 19th Dec that ORH have not provided the SDR team with the corrected data outputs for Lanarkshire meaning the mapping element won't be complete until the 6th Jan.					ORH have re-run the data modelling. This will be passed to Oisín as GIS SME for mapping, and would be complete for 6th Jan. This is an impact weighting of 2% on completion of the Business Impact Assessments.			19/12/2024	AC Mark Loynd	06/01/2025
<b>Financial &amp; Benefit Tracking</b>											
<b>Provisional Financial Tracking</b>							<b>General Benefit Tracking</b>				
Reporting period:							<b>Benefit Profiles Created</b>	<b>Benefit Profile Created Date</b>	<b>Benefit Realisation Plan Created</b>	<b>Benefit Realisation Plan Created Date</b>	
Previous Year(s)		Current Year		Future Year(s)		Total Cost	Variation	dd/mm/yyyy		dd/mm/yyyy	
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	Business Case (BC) Cost £000's	£ Variation to BC £000's	<b>Financial Benefit Tracking</b>			
							<b>Cashable Benefits Identified</b>				
							<b>Non-Cashable Benefits Identified</b>				
							£ Total Value				
							£ Variation to BC as %				
							Realisation Completion Date		Realisation Completion Date		
							dd/mm/yyyy				
							dd/mm/yyyy				
							Approach to Financial Benefit Realisation:				

PROJECT HIGHLIGHT REPORT 2.0 Period - 25 November 2024 - 6 January 2025										SCOTTISH GOVERNMENT		
Project Name	People Payroll Finance & Training		SRO	Lyndsey Gaja	Project Manager	Paul McGovern (Programme)	Project Start Date	01/04/2021	Original Project End Date	01/04/2024	Change Rev	Rev 1
Strategic Outcome Alignment	Outcome 3	Outcome 5	Outcome 6					Revised Project End Date	31/01/2027			
Project Update						Project Governance & Mgmt. Control						
<ul style="list-style-type: none"> <li>Scottish Government Deputy Programme Manager from Phase 1 implementation assigned to work with SFRS on Discovery Phase by SG</li> <li>SG preparations for Discovery Phase well underway - SG workstream leads, IBM implementation leads and Oracle technical leads all assigned.</li> <li>CPIC (17th December 24) approved proceeding to Discovery Phase and associated spend (£300,000) from ring fenced PPFT project budget</li> <li>Project Team contract extension to end June 2025 to support post Discovery Phase work and business case update</li> <li>Draft 26/27 PPFT budget proposal submitted for resource budget allocation process</li> <li>Review of project structure to support Discovery Phase submitted to Job Evaluation team</li> <li>Discovery proposition paper and draft plan received from Scottish Government</li> <li>SFRS stakeholders who will support Discovery Phase identified and management teams briefed</li> <li>SG Sponsorship Team being kept up to date and actively supporting Discovery Phase as part of Public Sector Reform agenda</li> <li>Initial meeting held with SG Business Change and Readiness lead to understand SG approach to change</li> </ul>						Current Period Delivery Trend	↔	Business Case	Project Dossier	Risk Register	Project Phase	
						Last Period Delivery Trend	↔	NO	NO	YES	Intake	
						Project Performance	Overall Health	A	B	A	A	B
							Time					
						Significant Milestone Forecast		Progress	Status	Planned	Latest Predicted Date	
						Outline Business Case - update and approval		25-50%	Future Task	30/09/2024	01/06/2025	
						Scottish Government DAO Assurance Gate (TAF)		0%	Future Task	30/09/2024	01/06/2025	
						Re-based/ren Highlevel Project Plan		0-25%	In Progress	31/08/2023	13/01/2025	
						Publish final version of PID		0-25%	Future Task	31/12/2024	01/06/2025	
						Process Map sign off with Departments		75-100%	In Progress	31/03/2024	31/01/2025	
<ul style="list-style-type: none"> <li>IBM and Oracle to provide feedback on SG Discovery Plan</li> <li>Schedule kick off meeting for strategic leaders at SFRS and SG Discovery Team</li> <li>Onboard Senior BA to support work of Discovery Phase (start date 3rd February 25)</li> <li>Confirm relationship of PPFT and Corporate Services Review Programme</li> <li>Overall health is changed to Amber from Red as Project has had approval to enter timebound Discovery Phase with SG</li> <li>Time status is Red until an agreed and rebalanced timeline is in place</li> <li>Skills &amp; Resources is Red following raising of Senior Business Analyst issue and lack of Project Manager</li> <li>Quality is Amber because of lack of Senior Business Analyst expertise to ensure quality of SGSSP solution fit until Discovery is underway</li> <li>Cost is held at Amber, cost of Discovery Phase will be drawn down from ring fenced project budget</li> <li>Current Period Delivery Trend increased as approval for Discovery Phase received and preparations now well underway</li> <li>Redevelop significant milestone forecast for project in discussions with SG Shared Services Programme</li> <li>Create project brief for Discovery Phase</li> </ul>												
Critical Path - Project Stage												
Gate 0 - INTAKE			Gate 1 - PLANNING			Gate 2 - DELIVERY			Gate 3 - CLOSURE			
Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion	Planned Completion	Actual Completion			
Jan-2025*		April-2025*		Oct-2025*				Jan-2027*				
*Provisional dates subject to business decision on direction for project and detailed planning												
Issue & Inter-Project Dependencies												
Dependency BRAG	Key Inter-Dependency					From (Giver)	To (Receiver)	Due Date (From)	Due Date (To)			
On Track	Cross System processes and data integration between Rostering, NMS and PPFT Projects					Rostering/NMS	PPFT	02/10/2023	06/10/2025			
On Track	Go live of SG Shared Services Programme Oracle Fusion was October 1st and period of hyper care					External project	PPFT	06/11/2023	31/10/2024			
On Track	Outcomes of the reset CSR programme may impact the ways of working and business requirements that are specified in the project					CSR	PPFT	01/07/2023	31/12/2024			
Risk RAG/Score	Top 3 Delivery Risks			Mitigation Plan			Date Identified	Risk Owner	By When			
12	There is a risk that ways of working do not change because of a failure to develop robust change management strategy and plans resulting in a failure to transform how we work and realise the benefits of future system			1. Propose restructure of project team for FY 25/26 to include business change and readiness lead 2. Develop communication and change management plan with input from Business Change and Implementation Manager (once appointed) 3. Engage with Scottish Government Change Management Lead to develop deeper understanding of Change approach at SG. Schedule Project Board spotlight on change management lessons learned from SG			01/08/2024	Lyndsey Gaja	31/03/2025			
12	There is a risk that members of the Finance systems team may resign from their positions because they feel their positions are at risk in a Shared Services Programme resulting in a loss of experienced personnel and an adverse impact on BAU and project activity			1. Engage with Talent Development Team to ensure support is provided for Finance Systems Team 2. Speak to other Shared Services clients with support teams to understand how their roles have evolved 3. Meet with Lynne McGeough and Jim Doran get list of services that Finance Systems team provide and SLAs			01/12/2024	Lyndsey Gaja	31/03/2025			
12	There is a risk that SFRS may have to undertake further procurement activity because the SG solution does not support Asset and Inventory resulting in extended timelines.			1. Oracle demonstration took place on 25/06/2024, business confirmed at high level requirements can be met on tab FINI Inventory 2. Input to development of SGs Phase 2 Business Case to ensure inclusion of inventory module			04/10/2024	Lyndsey Gaja	31/03/2025			
Issue Impact	Top 3 Delivery Issues			Corrective Action			Date Identified	Issue Owner	By When			
High	The work currently undertaken to explore collaboration opportunities, having no agreed completion milestone, has led to the project being delayed significantly.			Previous risk - ensure SG fully understand internal pressures and escalate as required to ensure progress continues			01/08/2024	Lyndsey Gaja	31/03/2025			
High	The Project lacks the skills and capabilities of a Senior Business Analyst (SBA) to carry out due diligence to fully understand the Shared Services option and therefore the ability to provide an accurate recommendation			Recruitment for Senior Business Analyst successful and start date part way through Discovery Phase (3rd Feb 25). In the interim, Project Board agreed to proceed with due diligence assessment of SGSSP until SBA is onboarded and to use existing resources in Project team and Portfolio Office Business Architect.			06/03/2024	Lyndsey Gaja	31/03/2025			
High	We cannot guarantee to be able to deliver an efficient and effective Discovery Phase because we enter the Discovery Phase without a Senior Project Manager in post for the project <small>(Previously Risk PPFT010)</small>			1. Review Project Team structure and reward to enable equal distribution of tasks and responsibilities. 2. Recruitment of Project Manager dependent on deciding future direction of Project.			19/12/2024	Lyndsey Gaja	13/01/2025			
Financial & Benefit Tracking												
People Payroll Finance & Training (PPFT)						General Benefit Tracking						
Previous Year(s)	Current Year		Future Year(s)	Total Cost	Business Case (BC) Cost £000's	Variation	Benefit Profiles Created	Benefit Profile Created Date	Benefit Realisation Plan Created	Benefit Realisation Plan Created Date		
							NO	dd/mm/yyyy	NO	dd/mm/yyyy		
Actual Spend £000's	Budget £000's	Year To Date Actual £000's	Forecast £000's	£000's	Forecast Project Cost £000's	£ Variation to BC £000's	Financial Benefit Tracking					
							Cashable Benefits Identified		Non-Cashable Benefits Identified			
							NO	£ Total Value	NO	£ Total Value		
							£ Variation to BC as %	Realisation Completion Date	dd/mm/yyyy	Realisation Completion Date	dd/mm/yyyy	
<b>Approach to Financial Benefit Realisation:</b> Ongoing exploration of potential collaboration opportunities need to be completed before we can make any necessary changes to the OBC. Staff salaries remain constant during this period whilst focus is on the exploration of collaboration options.												

PROJECT HIGHLIGHT REPORT Period - 25 November 2024 - 6 January 2025																	
Project Name		Rostringer		SRO		DACO Stephen Wood		Project Manager		Emma Tinto							
Project Start Date		01/01/2022		Original Project End Date		31/12/2025		Change Rev									
Strategic Outcome Alignment		Outcome 4		Outcome 5		Outcome 6		Revised Project End Date									
Project Update						Project Governance & Mgmt. Control											
<p>Digital Scotland Service Standard (DSSS) assessment interviews and meetings concluded on 13 December. Verbal update from the assessors has been provided and a full written report is due back to us by 10 January 2025.</p> <p>LSO engagement / consultation ran between 28 November - 16 December 2024. The project team are reviewing the responses received and prioritising the changes that are needed. Some points raised will need to go through project or business as usual governance for a decision on future ways of working. A response to each LSO for all points raised is planned before mid January 2025.</p> <p>On 12 December the project team were advised that Gartnait Technologies was bought over by Totalmobile. At this stage we do not expect significant impact to the project and Legal department are working with the Senior Project Manager to monitor this.</p> <p>Face to Face Planning Day held in Perth before Christmas. The February Project Board will be presented with an up to date Project Plan based on these discussions</p> <p>Senior Project Manager is taking a period of planned absence for possible 1-2 weeks from 14 January.</p> <p>Watch Commander due to start with the Project Team on 7 January.</p>						Current Period Delivery Trend		Business Case		Project Dossier		Risk Register		Project Phase			
						Last Period Delivery Trend		YES		YES		YES		Planning			
						Project Performance		Overall Health		Time		Cost		Quality		Skills & Resource	
								A		A		G		A		R	
						Significant Milestone Forecast				Progress		Status		Planned		Latest Predicted Date	
						Onboard full project team				75-100%		In Progress		30/04/2024		unknown	
						Workstreams in flight				25-50%		In Progress		27/09/2024		31/01/2025	
						Initiate Delivery Phase				25-50%		In Progress		27/09/2024		31/01/2025	
						DSSS Design gate assessment				100%		Complete		13/12/2024			
						DSSS recommendation report and actions (Design gate)				0%		Future Task		31/03/2025			
Initiate Testing Phase				0%		Future Task		31/07/2025									
Implementation Phase				0%		Future Task		31/12/2025									
Implement Post Implementation Phase				0%		Future Task		31/03/2026									
Critical Path - Project Stage																	
Gate 0 - INTAKE			Gate 1 - PLANNING			Gate 2 - DELIVERY			Gate 3 - CLOSURE								
Planned Completion		Actual Completion		Planned Completion		Actual Completion		Planned Completion		Actual Completion							
02/02/2024		18/03/2024		31/01/2025		01/06/2025		31/12/2025									
Critical Risk, Issue & Dependencies																	
Dependency BRAG		Key Inter-Dependency				From (Giver)		To (Receiver)		Due Date (From)		Due Date (To)					
On Track		Cross system processes and data integration between Rostringer and MMS Project (Upstream integration)				Rostringer		MMS		01/03/2025		31/12/2025					
On Track		Cross system processes and data integration between Rostringer and PPFT Project (Downstream integration)				PPFT		Rostringer		01/03/2025		31/12/2025					
Risk RAG/Score		Top 3 Delivery Risks				Mitigation Plan				Date Identified		Risk Owner		By When			
16		There is a risk that new systems and processes are not fully adopted because of a lack of alignment of policies resulting in a failure to deliver benefits.				Ensure that the task of aligning and updating policies is clearly assigned to the appropriate team(s) out with the Rostringer Project. Enablers paper presented at July CPDG. Verbally updated CPDG and followed up with a paper on the issue so work is now being co-ordinated by Portfolio Office but continues to be a risk to Rostringer project's benefits				24/03/2022		DACO Stephen Wood		31/05/2025			
16		There is a risk that key project members may leave the project earlier than their contractual terms due to the fact that some members are in temporary positions and may seek career advancement in other areas of the organisation.				Seek approval of contract extension of project. Approval given for contract extensions to 31/03/2025. Recruitment concluded for Senior PM role. Increase risk to red risk due to operational resources being involved in the Station Commander promotion process. Uniform pension remedy could affect this too. Work on the Resource Strategy in progress				22/01/2024		DACO Stephen Wood		31/03/2025			
12		There is a risk that the availability of the SRO on the projects is compromised because of conflicting operational and project priorities. This may result in him not having capacity to fulfil the requirements of the role as SRO for the project.				Discussions around planning to be realistic and in a timely manner. Provide updates as early as possible to allow SRO to prioritise and plan accordingly				27/11/2024		DACO Stephen Wood		31/03/2025			
Issue Impact		Top 3 Delivery Issues				Corrective Action				Date Identified		Issue Owner		By When			
High		Due to there being such a small team, additional work such as DSSS and the Wrike pilot is having a disproportionate effect on project progress				Preparing and reviewing our Resource Plan with Portfolio Office				18/12/2024		DACO Stephen Wood		31/03/2025			
Financial & Benefit Tracking																	
						General Benefit Tracking											
Benefit Profiles Created		Benefit Profile Created Date		Benefit Realisation Plan Created		Benefit Realisation Plan Created Date											
Previous Year(s)		Current Year		Future Year(s)		Total Cost		Variation		YES		07/09/2023		NO			
Actual Spend £000's		Budget £000's		Year To Date Actual £000's		Forecast £000's		£000's		Forecast Project Cost £000's		Business Case (BC) Cost £000's		£ Variation to BC £000's			
						Financial Benefit Tracking											
						Cashable Benefits Identified			Non-Cashable Benefits Identified								
						£ Variation to BC as %		Realisation Completion Date		Realisation Completion Date							
						Approach to Financial Benefit Realisation:											

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee

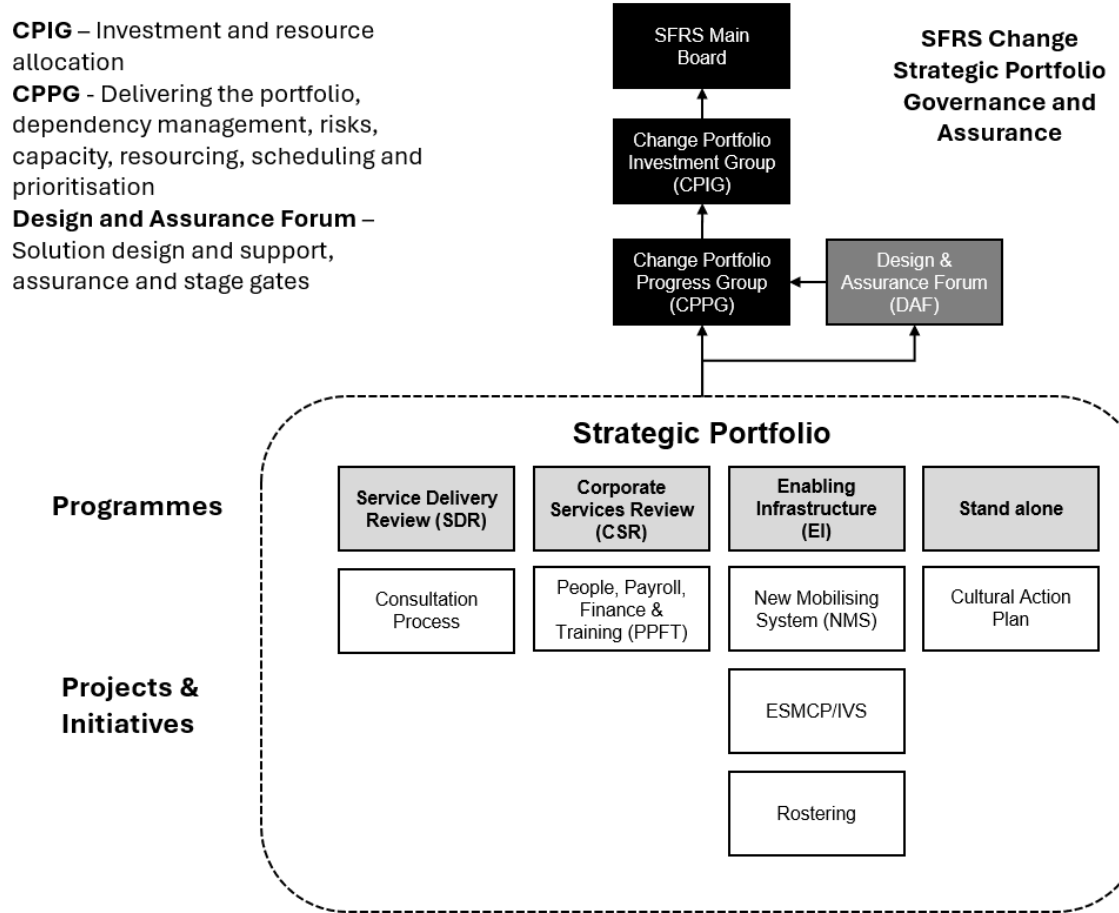


Report No: C/SPCC/02-25

Agenda Item: 10.1

<b>Report to:</b>		<b>STRATEGIC PLANNING AND CHANGE COMMITTEE</b>							
<b>Meeting Date:</b>		<b>6 FEBRUARY 2025</b>							
<b>Report Title:</b>		<b>SFRS CHANGE MATURITY, CAPACITY AND CAPABILITY JANUARY 2025 - CLOSURE</b>							
<b>Report Classification:</b>		<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>								
1.1	The purpose of this report is to provide a high-level view of Scottish Fire and Rescue Service's (SFRS) strategic portfolio change capacity and capabilities.								
1.2	The report has been produced following a desktop review of change capabilities across SFRS. Detailed data relating to the organisation's wider capacity for change and constituent workplans are not currently available for inclusion in this report.								
<b>2</b>	<b>Background</b>								
2.1	Following the decision to develop SFRS' change capabilities with significant investment, the Portfolio Office is working with stakeholders, Senior Responsible Officer's (SRO) and project/programme teams to deliver organisational change following recognised "industry standard" practices.								
2.2	In support of the new ways a working, a new Portfolio Office structure and additional posts have been recruited, technology is being implemented and governance & assurance arrangements are being reviewed to provide enhanced organisational change capabilities.								
<b>3</b>	<b>Main Report/Detail</b>								
3.1	The approach to change across SFRS is complex, ambitious and faces challenges due to capacity and maturing change capabilities.								
3.2	The Portfolio Office was established to support the organisation in addressing challenges such as elongated project timescales/slippage, lack of certainty around scope and requirements, increasing project costs and lack of clarity of success or benefits criteria linked to SFRS' overarching strategy and vision.								
3.3	To enable delivery of the significant programme of change, SFRS requires the appropriate organisational skills and capabilities. In addition, the role of the SRO is critical in ensuring organisational change succeeds.								
3.4	<b><u>Portfolio Change Governance and Assurance</u></b>								
3.5	Following a Change Portfolio Investment Group (CPIG) review of existing governance and assurance arrangements for the strategic portfolio, including the Strategic Service Review Programme, it has been agreed to revise the structure to provide streamlined reporting								

arrangements. The following diagram represents the proposed revised structure. This approach is intended to provide a more streamlined approach to governance and reporting arrangements, providing clearer direction for individual projects and programmes.



**Fig 1 – Proposed strategic portfolio governance & assurance structure**

3.6 **Planning, Resource and Capacity Management update**

- 3.6.1
- **Project/Programme Management (PPM) system & tooling** - The Portfolio Office team are in the process of configuring and implementing the Wrike Project/Programme Management (PPM) system. The intention is that the system will contain project and programme plans, resourcing profiles and highlight reports for the strategic portfolio. This represents a significant and challenging learning curve for the team and expectations around speed of implementation and maturity of working should be tempered accordingly.

The benefits of online system working will include accessibility and oversight of centrally held plans, helping the team map dependencies, report progress and move away from labour intensive spreadsheets, word documents and slides.

- 3.6.2
- **Portfolio Progress Reporting** - The Portfolio Office are working with senior stakeholders to develop a dashboard approach to progress reporting at portfolio level. This approach is intended to provide a set of linked reporting capabilities at portfolio, programme and project level with the ability to drill down into detail as required. This report is intended for use at portfolio, programme and project boards as well as Change Committee.

The intended benefits of this approach include the ability for stakeholders to access information in a single location without the manual interventions currently required to

prepare and disseminate reports and information. The reports are provided with different levels of governance in mind i.e. single line dashboard reporting for strategic forums, but with an ability to then drill down into more detail for project and programme boards and delivery groups. This then allows for the collective oversight of portfolio progress as well as individual projects.

Programme	Project	% complete	Target Completion Date	Forecast Delivery Date	Delivery RAG	Cost Variance	Benefits Plan	Commentary	Highlight Report link
Corporate Services Review Programme (CSR)	People, Payroll, Finance & Training (PPFT)	50%	Delivery 31/10/2025	31/10/2025	●		●		
	Service Redesign		tbc	tbc	●		●		
Service Delivery Review Programme (SDR)	Public Consultation Project	55%	Delivery 12/09/2025	12/09/2025	●		●		
	Demand Based Duty System	5%	Intake 03/02/2025	03/02/2025	●		●		
	Training Impact Assessment Tool	40%	Delivery 24/03/2025	24/03/2025	●		●		
Enabling Infrastructure Programme (EI)	Rostering	50%	Delivery 01/06/2025	01/06/2025	●		●		<a href="https://storage.app-us2.wrike.com/analyze_public_link/vcrw4m1p5oxMy2vgADM873cjoONBPRRSkfsedf0a4Evcf93B3H9oHBS25O11Sy7acc=5491247">https://storage.app-us2.wrike.com/analyze_public_link/vcrw4m1p5oxMy2vgADM873cjoONBPRRSkfsedf0a4Evcf93B3H9oHBS25O11Sy7acc=5491247</a>
	New Mobilising System	50%	Delivery 31/10/2026	31/10/2026	●		●		
	ESMCP / IVS	50%	Delivery 02/06/2027	02/06/2027	●		●		
Culture	Cultural Action Plan		tbc	tbc	●		●		

Fig 2 – Draft portfolio dashboard report format

3.6.3

**Highlight Reporting** – a highlight report utilising the PPM system is currently being piloted. The dashboard will provide links from the strategic view above, with an ability to drill down into individual project and programme highlight reports as required.

Project Highlight Report									
Project Highlight Re...									
Project Name	SRO	Project Owner	Project Start Date	Original Project End Date	Revised Project End Date	Strategic Outcome			
Rostering	DACO Stephen Wood	N/A	N/A	N/A	N/A	Outcome 4,Outcome 5,Outcome 6			
Project Governance & Mgmt. Control									
Project Governance & Mgmt. ...									
Current Period Delivery Trend	Last Period Delivery Trend	Busi... Case Com...	Project Dossier ...	Project Stage	Overall Health	Time	Cost	Quality	Skills & Resource
Amber	Amber	Yes	Yes	Planning	Amber	Green	Green	Amber	Amber
Project Update									
Project Update									
• Contract with Supplier (Gartan) was signed on Friday 23rd August and ongoing relationship building meetings to establish ongoing work will continue weekly. • Demo site released by Gartan as well as a training hub, provisional decision made on crewing rule model which will be demonstrated at Project Board. • All data has been gathered and submitted to supplier prior to roster and availability module build – some work with central staffing on additional codes needs to be worked through and completed, this has commenced and will continue for a couple of weeks. • Senior PM starts 01/10/2024 • Initial meeting with both Training team and Rostering Project to look at integration piece and work on skills codes • Project Manager to get Service Delivery colleagues and Portfolio Office colleagues round the table to discuss taking a fused approach to working rather than a joined up approach meaning staff having more consistent input into workstreams on a regular basis. • Rostering Team met face to face for a Planning Day on 19/09/2024. • Uniformed colleagues and Senior PM will attend Johnston OC for the day on 01/10/2024 to learn more about the workings of Operations Control and Central Staffing									

Fig 3 – Highlight Report extract from PPM system

3.6.4

- **Portfolio Planning** – The portfolio plan continues to be developed within the PPM system and the intention is document all in-flight/in-governance projects within Wrike for the new cadence of portfolio reporting from 1st April 2025.

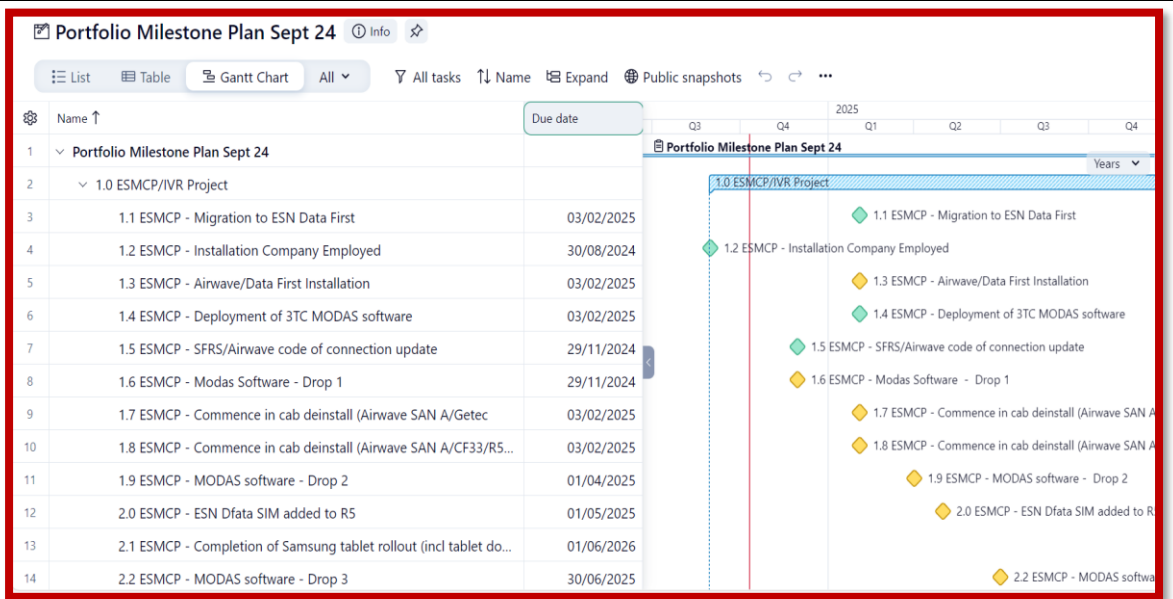


Fig 4 – Extract from the portfolio plan

3.6.5

- **Capacity Management** – Work continues to identify and capture resource and capacity plans across the portfolio, including the identification of key roles/resource types required to align with the plan and departmental capacity. This will provide an oversight of pressure points and scheduling issues across the portfolio and wider organisation.

Working Days Per Month		22	23	22	23	22	21	23	21	20	21	20	21
Resource Type	Vacancy Y/N	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
Project Lead	N	1	1	1	1	1	1	1	1	1	1	1	1
Senior Project Manager	N	1	1	1	1	1	1	1	1	1	1	1	1
Assistant Project Manager	N	1	1	1	1	1	1	1	1	1	1	1	1
Financial Business Partner	N	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Senior Business Analyst	N	1	1	1	1	1	1	1	1	1	1	1	1
Workstream Lead	N	1	1	1	1	1	1	1	1	1	1	1	1
ICT Architect	N	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
ICT Manager	N	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
ICT SME	N	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
ICT Manager Service Desk	N	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
TSA Training Lead	N	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Configuration & Test Lead	N	3	3	3	3	3	3	3	3	3	3	3	3
Finance Director	N	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Programme Director	N							0.2	0.2	0.2	0.2	0.2	0.2
Procurement Lead	N	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Legal Lead	N	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Executive Lead	N	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Ops Service Lead	N	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Ops Control Lead	N	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Technical Lead/Advisor	N	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Communications Lead	N						0.1	0.2	0.1	0.1	0.2	0.1	0.1
Ops Control Training Lead	N	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Data Assistant	N	1	1	1	1	1	1	1	1	1	1	1	1
		11.45	11.45	11.45	11.45	11.45	11.55	11.85	11.75	11.75	11.85	11.75	11.75
		0	0	0	0	0	0	0	0	0	0	0	0
		11.45	11.45	11.45	11.45	11.45	11.55	11.85	11.75	11.75	11.85	11.75	11.75

Fig 5 – Resource/capacity plan extract for the NMS Project

3.6.6

- **Recruitment** – The recruitment of the Planning & Resourcing Lead (awaiting start date) and the Reporting & MI Lead (in post) are now complete.

3.6.7

- **Portfolio Risk Management** – A portfolio level risk register is in development which is intended to capture significant SFRS wide change risks, attributing them to senior leaders. The risks will be managed across CPPG, CPIG and Design Authority as appropriate. There are challenges adding risk to the PPM system due to interoperability issues with the corporate risk reporting system and process. The team continue to pursue a resolution.

<b>4</b>	<b>Recommendation</b>
4.1	The Committee is asked to scrutinise the contents of this report.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk</b>
5.1.1	<p>The key risks and issues impacting effective resource/capacity management and planning of change across the organisation include:</p> <ul style="list-style-type: none"> <li>• There is a risk that due to the number, and complexity of organisational priorities, demand of change could outstrip capacity, resulting in an inability to deliver all planned initiatives and realise the intended benefits.</li> <li>• There is a risk that without co-ordinated planning, resourcing, prioritisation, scheduling and supporting systems, it may not be possible to identify and manage all dependencies and interdependencies across multiple workstreams and portfolios of work.</li> <li>• There is a risk that availability of key staff to support planning and resourcing may adversely affect delivery of change, resulting in delays, lack of benefits realisation, elongated timescales and reduced quality standards.</li> <li>• There is a risk that if change initiatives do not follow agreed governance and assurance processes, it will not be possible to effectively manage capacity as the full extent of resource utilisation will not be available.</li> </ul>
5.1.2	Risk appetite is open and reflects a willingness to consider available options and identify the one that provides the optimum chance of success and realisation of benefits.
5.2	<b>Financial</b>
5.2.1	The annual budgeting arrangements make it challenging to provide longer term planning of change and portfolio delivery and/or resourcing schedules.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	The transference to digital and online capacity, resource and portfolio management may reduce the amount of manual and paper-based processes currently being undertaken.
5.4	<b>Workforce</b>
5.4.1	Key roles are required to enhance capacity and resource management capabilities across SFRS. All of the core roles have been recruited and are either in post or progressing to start date. This may impact progress as new employees are onboarded into the organisation.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no direct health and safety implications associated with this report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	New and different ways of working can be challenging, and the health and wellbeing of staff is continually monitored to ensure that support is provided as and when needed.
5.7	<b>Training</b>
5.7.1	Members of the Portfolio Office are working to develop new skills and expertise relating to the PPM system. This is challenging as it requires different ways of working from the existing approach.
5.8	<b>Timing</b>
5.8.1	The intention is to deliver the implementation of Wrike to coincide with the revised governance approach which is due in April. Failure to do so will impinge on the organisations ability to make informed decisions, manage change in a central system and update stakeholders on progress.



5.9 5.9.1	<b>Performance</b> Performance of Change across SFRS is directly affected by the capabilities noted in this report.	
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no direct Communications & Engagement implications associated with this report	
5.11 5.11.1	<b>Legal</b> There are no direct Legal implications associated with this report.	
5.12 5.12.1	<b>Information Governance</b> DPIA completed Yes/No. If not applicable state reasons. N/A – Report does not contain/relate to personal data	
5.13 5.13.1	<b>Equalities</b> EHRIA completed Yes/No. If not applicable state reasons. N/A – Report does not affect E&HR.	
5.14 5.14.1	<b>Service Delivery</b> There are no direct key Service Delivery implications arising from this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	N/A	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Liz Barnes - Interim Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.2	<b>Rationale:</b>	The report pertains to SFRS' internal organisational capabilities and capacity for change.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	N/A	
<b>Prepared by:</b>		Curtis Montgomery, Head of Portfolio Office
<b>Sponsored by:</b>		Liz Barnes - Interim Deputy Chief Officer
<b>Presented by:</b>		Curtis Montgomery, Head of Portfolio Office
<b>Links to Strategy and Corporate Values</b>		
Linked to strategic outcomes 1, 2, 3, 5 and 6.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Change Portfolio Investment Group</i>		<i>22 January 2025</i>
<i>Strategic Planning and Change Committee</i>		<i>06 February 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For scrutiny</i>
		<i>For scrutiny</i>

**SCOTTISH FIRE AND RESCUE SERVICE**  
**Strategic Planning and Change Committee**



**Report No: C/SPCC/03-25**

**Agenda Item: 11.1**

<b>Report to:</b>	<b>STRATEGIC PLANNING AND CHANGE COMMITTEE</b>																																		
<b>Meeting Date:</b>	<b>6 FEBRUARY 2025 (DATA AS OF: 6 JANUARY 2025)</b>																																		
<b>Report Title:</b>	<b>PORTFOLIO OFFICE RISK LOG COVER PAPER</b>																																		
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>																																	
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>																											
<b>1</b>	<b>Purpose</b>																																		
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPCC) with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office.																																		
<b>2</b>	<b>Background</b>																																		
2.1	The risk tracking process used by the Portfolio Office is designed to monitor risks that could potentially impact on the successful delivery of projects across the Service including business as usual.																																		
2.1.1	The risk information within this report has been collated via the submission of project update risk logs.																																		
<b>3</b>	<b>Main Report/Detail</b>																																		
3.1	The table below shows the total number of Risks being monitored through the Portfolio Office that are showing a current red risk or risk of 15 or above.																																		
3.1.1	Risk Report can now be found in <a href="#">PBI0048A - Organisational Risk Report Board Summary - Power BI</a> under Project Risks and filter to Change Portfolio Progress Group (CPPG) on the contents page.																																		
3.2	Overview of Risk Ratings 15 and above																																		
3.2.1	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="7" style="text-align: center;">Total Project Risks ratings 15 and above at this time = <b>14</b></td> </tr> <tr> <td style="text-align: center;">PROJECT</td> <td style="text-align: center;">NMS</td> <td style="text-align: center;">SDR</td> <td style="text-align: center;">ESN/ IVS</td> <td style="text-align: center;">PPFT</td> <td colspan="2" style="text-align: center;">Rostering</td> </tr> <tr> <td style="text-align: center;">Rating 20</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td colspan="2" style="text-align: center;">0</td> </tr> <tr> <td style="text-align: center;">Rating 15/16</td> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> <td style="text-align: center;">4</td> <td colspan="2" style="text-align: center;">2</td> </tr> </table>							Total Project Risks ratings 15 and above at this time = <b>14</b>							PROJECT	NMS	SDR	ESN/ IVS	PPFT	Rostering		Rating 20	1	1	0	0	0		Rating 15/16	3	2	1	4	2	
Total Project Risks ratings 15 and above at this time = <b>14</b>																																			
PROJECT	NMS	SDR	ESN/ IVS	PPFT	Rostering																														
Rating 20	1	1	0	0	0																														
Rating 15/16	3	2	1	4	2																														
3.2.2	Please note that due to timing of Project Board meetings and late delivery of individual reports, versus collation of data required to run reports, the data maybe out of sync. <i>Where this is the case, a verbal update should be given from the Project Sponsor.</i>																																		
3.3																																			

All current Portfolio Office Projects Risks, rating 15 and above.

Risk ID	Status	Risk Description	Risk Owner	Strategic Outcome ID	Risk Rating	Target	Previous Risk Rating
NMS055	Treat	There is a risk of impact to operational capability if project timeline for CAD go-live is not met by October 2026 and SFRS remains reliant on existing fragile CAD system.	Head of Operations	5	20	6	20
SDR011	Treat	There is a risk that the organisation does not deliver initiatives that will realise expected benefits i.e. cashable and non-cashable savings, due to lack of clearly defined targets amid dynamic programme constraints, resulting in ongoing or worsened budgetary pressures.	SSRP SRO	3	20	10	
ESMCP014	Treat	There is a risk that the delay in the delivery and implementation of the MODAS software will hold back the hardware installation of the CF33, Airwave Voice device and the R5. This may also increase installation costs.	A Mosley	2	16	4	16
NMS050	Treat	There is a risk that during the cutover event it will be necessary to increase the NDCS ports and operator positions substantially on NMS causing a small number of days where contingency planning will be critical to maintaining SFRS operational capability	Head of Operations	2	16	6	16
NMS056	Treat	There is a risk that there is insufficient time allocated or unavailability of staff rotas to train all SFRS teams before the go-live operations. The impact is that this would delay go-live. Traditionally Train-the-Trainer and follow up End User training commences after the UAT activities.	Kate Whitelaw	5	16	6	
PPFT008	Treat	This is a risk that the work currently undertaken to explore collaboration opportunities, having no agreed completion milestone, could lead to the project being delayed significantly. *escalated to issue*	Lyndsey Gaja	7	16	4	16
PPFT010	Treat	There is a risk that we cannot deliver an efficient and effective discovery phase because of vacancy in the Senior Project Manager post for the project resulting in the organisation making a suboptimal decision regarding the direction that the project should follow.	Lyndsey Gaja	5	16	8	16
PPFT011	Treat	There is a risk that key stakeholders are not available during the project because of BAU and other priorities resulting in project delays	Lyndsey Gaja	6	16	8	16
PPFT016	Treat	There is a risk that SFRS's due diligence does not properly understand the Shared Services option because we lack the skills and capabilities to analyse resulting in an inaccurate recommendation. **Escalated to issue**	Lyndsey Gaja	5	16	8	16
ROST004	Treat	There is a risk that new systems and processes are not fully adopted because of a lack of alignment of policies resulting in a failure to deliver benefits.	DACO Stephen Wood	3	16	8	16
ROST007	Treat	There is a risk that key project members may leave the project earlier than their contractual terms due to the fact that some members are in temporary positions and may seek career advancement in other areas of the organisation.	DACO Stephen Wood	6	16	4	16
SDR017	Treat	There is a risk that Equality & Human Rights Impact Assessment (EHRIA's) are not fit for purpose, due to timing of engagement or lack of knowledge, resulting in future challenge (including legal) and reputational damage to the organisation, delays and additional costs.	David Farries	5	16	8	
NMS027	Treat	There is a risk of impact to operational capability if project timeline for ICCS go-live is not met by December 2025 and SFRS remains reliant on fragile existing ICCS system.	Head of Operations	5	15	6	20
SDR012	Treat	There is a risk SFRS fails to conclude Tranche 1 consultation before 2026 pre-election period, because complexity hinders readiness of options, resulting in widespread criticism internally and externally, delays to implementing change options and budgetary pressures.	Mark McAteer	3	15	10	

3.4

3.4.1	Updates/changes since last meeting.				
	Risk ID	Risk Name	Fiscal Month	Change Type	Change
	ESMCP014	Modas CF33 software delay in delivery	2024-25 Nov	Decreased Risk	Probability Decreased From: 20 (5 x 4) To: 16 (4 x 4)
	ROST007	The temporary position of key project members risks the stability of the Rostering project	2024-25 Nov	Increased Risk	Impact Increased From: 12 (4 x 3) To: 16 (4 x 4)
	NMS055	Extended reliance on existing CAD system	2024-25 Nov	New Risk	There is a risk of impact to operational capability if project timeline for CAD go-live is not met by October 2026 and SFRS remains reliant on existing fragile CAD system.
	NMS027	Extended reliance on existing systems	2024-25 Dec	Decreased Risk	Probability Decreased From: 20 (4 x 5) To: 15 (3 x 5)
	SDR012	Consultation Delay	2024-25 Dec	New Risk	There is a risk SFRS fails to conclude Tranche 1 consultation before 2026 pre-election period, because complexity hinders readiness of options, resulting in widespread criticism internally and externally, delays to implementing change options and budgetary pressures.
	SDR011	Benefits Realisation	2024-25 Dec	New Risk	There is a risk that the organisation does not deliver initiatives that will realise expected benefits i.e. cashable and non-cashable savings, due to lack of clearly defined targets amid dynamic programme constraints, resulting in ongoing or worsened budgetary pressures.
NMS056	End User Training (prior to Go-Live)	2024-25 Dec	New Risk	There is a risk that there is insufficient time allocated or unavailability of staff rotas to train all SFRS teams before the go-live operations. The impact is that this would delay go-live. Traditionally Train-the-Trainer and follow up End User training commences after the UAT activities.	
<b>4</b>	<b>Recommendation</b>				
4.1	The SPCC is asked to scrutinise the contents of the current report.				
<b>5</b>	<b>Key Strategic Implications</b>				
5.1	<b>Risk</b>				
5.1.1	As section 3				
5.2	<b>Financial</b>				
5.2.1	There are no direct financial implications associated with this report.				
5.3	<b>Environmental &amp; Sustainability</b>				
5.3.1	There are no direct key environmental & sustainability implications arising from this report.				

**OFFICIAL**

5.4 5.4.1	<b>Workforce</b> There are no direct key workforce implications arising from this report.
5.5 5.5.1	<b>Health &amp; Safety</b> There are no direct Health and Safety implications associated with this report.
5.6 5.6.1	<b>Health &amp; Wellbeing</b> There are no direct Health and Wellbeing implications associated with this report.
5.7 5.7.1	<b>Training</b> There are no direct training implications associated with this report.
5.8 5.8.1	<b>Timing</b> There are no direct key performance implications arising from this report.
5.9 5.9.1	<b>Performance</b> There are no direct key performance implications arising from this report.
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no direct key performance implications arising from this report.
5.11 5.11.1	<b>Legal</b> There are no direct key legal implications arising from this report.
5.12 5.12.1	<b>Information Governance</b> A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this cover paper.
5.13 5.13.1	<b>Equalities</b> An Equalities Impact Assessment is not required as there is no personal/sensitive information on this cover paper.
5.14 5.14.1	<b>Service Delivery</b> There are no direct key Service Delivery implications arising from this report.
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable
<b>7</b>	<b>Assurance (Board/Committee Meetings ONLY)</b>
7.1	<b>Director:</b> Liz Barnes, Interim Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b> Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.3	<b>Rationale:</b> Resource and time is an ongoing risk for the organisation and we use our resources to review and manage risk mitigation, this includes new, removed, updated and closed risks.
<b>8</b>	<b>Appendices/Further Reading</b>
8.1	Further Reading: - Risk Management Policy.
<b>Prepared by:</b>	Portfolio Office
<b>Sponsored by:</b>	Liz Barnes, Interim Deputy Chief Officer
<b>Presented by:</b>	Gillian Buchanan, Portfolio Manager

<b>Links to Strategy and Corporate Values</b>		
The Portfolio Office links into The Risk Management Framework, forms part of the Service's Governance arrangements and links back to Outcome 5 of the 2022-25 Strategic Plan.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Planning and Change Committee</i>	<i>6 February 2024</i>	<i>For Scrutiny</i>

**STRATEGY AND CHANGE COMMITTEE ROLLING FORWARD PLAN**

Agenda Item 12.1

	<b>STANDING ITEMS</b>	<b>FOR INFORMATION</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
<b>9 MARCH 2025 (Additional)</b>	•		<u>Standing/Regular Reports</u> <b>General Reports</b> <ul style="list-style-type: none"> <li>New Mobilising System (Written update )</li> </ul>		
<b>1 MAY 2025</b>	<ul style="list-style-type: none"> <li>Chair's Welcome</li> <li>Apologies</li> <li>Consideration of and Decision on any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes of Previous Meeting</li> <li>Action Log</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Review of Actions</li> <li>Date of Next Meeting</li> </ul>	<u>Standing/Regular Reports</u> <b>General Reports</b>	<u>Standing/Regular Reports</u> <b>Projects</b> <ul style="list-style-type: none"> <li>PO Project Dashboard</li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li>New Mobilising System (Written update )</li> <li>PO Risk Report</li> <li>Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>Finance and Performance Report</li> <li>Organisational Capacity and Capability</li> <li>SSRP (Written Private AW)</li> <li>HMFSI Audit and Inspection Action Plan Update (CCMS)</li> </ul>	<u>Standing/Regular Reports</u> <b>Change Portfolio/ Major Projects</b> <ul style="list-style-type: none"> <li></li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li></li> </ul>	<u>Standing/Regular Reports</u> <b>Change Portfolio/ Major Projects</b> <ul style="list-style-type: none"> <li></li> </ul> <b>General Reports</b> <ul style="list-style-type: none"> <li>Committee Assurance Statement</li> </ul>
		<u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>	<u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>	<u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>	<u>New Business</u> <ul style="list-style-type: none"> <li></li> </ul>
<b>12 JUNE 2025 (Additional)</b>	•		<u>Standing/Regular Reports</u> <b>General Reports</b> <ul style="list-style-type: none"> <li>New Mobilising System (Written update )</li> </ul>		

## STRATEGY AND CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
29 JULY 2025	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any Items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes of Previous Meeting</li> <li>• Action Log</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Review of Actions</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>Projects</b></p> <ul style="list-style-type: none"> <li>• PO Project Dashboard</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>• New Mobilising System (Written update)</li> <li>• PO Risk Report</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>• Finance and Performance Report</li> <li>• Organisational Capacity and Capability</li> <li>• SSRP (Written Private AW)</li> <li>• HMFSI Audit and Inspection Action Plan Update (CCMS)</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>Change Portfolio/ Major Projects</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>Change Portfolio/ Major Projects</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
18 SEPTEMBER 2025 (Additional)	<ul style="list-style-type: none"> <li>•</li> </ul>		<p><b><u>Standing/Regular Reports</u></b> <b>General Reports</b></p> <ul style="list-style-type: none"> <li>• New Mobilising System (Written update)</li> </ul>		



## STRATEGY AND CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
6 NOVEMBER 2025	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any Items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes of Previous Meeting</li> <li>• Action Log</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Review of Actions</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>Projects</b></p> <ul style="list-style-type: none"> <li>• PO Project Dashboard</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>• New Mobilising System (Written update -)</li> <li>• PO Risk Report</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> <li>• Finance and Performance Report</li> <li>• Organisational Capacity and Capability</li> <li>• SSRP (Written Private AW)</li> <li>• HMFSI Audit and Inspection Action Plan Update (CCMS)</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>Change Portfolio/ Major Projects</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>Change Portfolio/ Major Projects</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
17 DECEMBER 2025 (Additional)	<ul style="list-style-type: none"> <li>•</li> </ul>		<p><b><u>Standing/Regular Reports</u></b> <b>General Reports</b></p> <ul style="list-style-type: none"> <li>• New Mobilising System (Written update)</li> </ul>		

## STRATEGY AND CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
5 FEBRUARY 2026	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any Items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes of Previous Meeting</li> <li>• Action Log</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Review of Actions</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>Projects</b></p> <ul style="list-style-type: none"> <li>• PO Project Dashboard</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>• New Mobilising System (Written update -)</li> <li>• PO Risk Report</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks /Risk Dashboard</li> <li>• Finance and Performance Report</li> <li>• Organisational Capacity and Capability</li> <li>• SSRP (Written Private AW)</li> <li>• HMFSI Audit and Inspection Action Plan Update (CCMS)</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>Change Portfolio/ Major Projects</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b>Change Portfolio/ Major Projects</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
18 MARCH 2026 (Additional)	<ul style="list-style-type: none"> <li>•</li> </ul>		<p><b><u>Standing/Regular Reports</u></b> <b>General Reports</b></p> <ul style="list-style-type: none"> <li>• New Mobilising System (Written update -)</li> </ul>		