



SCOTTISH
FIRE AND RESCUE SERVICE

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PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 1 MAY 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: 6 FEBRUARY 2025 (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 COMMITTEE ASSURANCE STATEMENT (attached)

S Ballingall

The Committee is asked to approve this report.

8 PLANNING/STRATEGY

8.1 Strategic Planning Cycle and Update (to follow)

R Whetton

The Committee is asked to scrutinise this report.

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

OFFICIAL

9 CHANGE

9.1 Portfolio Summary Report (*attached*) *H Martin*

The Committee is asked to scrutinise this report.

10 PORTFOLIO FINANCE AND PERFORMANCE REPORT (*attached*)

C Montgomery

The Committee is asked to scrutinise this report.

11 RISK

11.1 Portfolio Risk Summary (*attached*) *H Martin*

The Committee is asked to scrutinise this report.

12 GENERAL REPORTS

12.1 HMFSI Inspection Audit Action Plan (*attached*) *A Watt*

The Committee is asked to scrutinise this report.

13 EVOLUTION, CURRENT SCOPE AND STRATEGIC BENEFITS OF PEOPLE, PAYROLL, FINANCE AND TRAINING (*to follow*)

P McGovern

The Committee is asked to scrutinise this report.

14 COMMITTEE ROLLING FORWARD PLANNING

S Ballingall

14.1 Committee Forward Plan (*attached*)

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

15 REVIEW OF ACTIONS

Board Support

16 DATE OF NEXT MEETING

16.1 The next full public Committee meeting is scheduled to be held on Thursday 29 July 2025.

PRIVATE SESSION

17 MINUTES OF PREVIOUS PRIVATE MEETINGS:

17.1 **Thursday 6 February 2025** (*attached*) *S Ballingall*

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

18 PRIVATE ACTION LOG (*attached*)

Board Support

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

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



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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 / CONFERENCE FACILITIES**

PRESENT:

Stuart Ballingall, Chair (SJB)
Therese O'Donnell (TOD)

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

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
Sarah O'Donnell (SOD)	Director of Finance and Contractual Services
Jon Henderson (JH)	Assistant Chief Officer, Director of Prevention, Protection and Preparedness
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Curtis Montgomery (CM)	Head of Portfolio Office
Gillian Buchanan (GB)	Portfolio Manager
Stephen Wood (SW)	Deputy Assistant Chief Officer (Item 9.1 only)
Derek Wilson (DW)	Area Commander, NMS Project Lead (Item 9.1 only)
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Chris Casey (CC)	Group Commander Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DJH)	Board Support/Minutes

OBSERVERS

Seona Hart, Fire Brigades Union

1 WELCOME

1.1 The Chair opened the meeting and welcomed those in attendance and those participating via MS Teams. On behalf of the Committee, the Chair congratulated SOD on her recent success and pending appointment to Deputy Chief Officer Corporate Services.

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

2 APOLOGIES

Tim Wright, Board Member
Liz Barnes, Interim Deputy Chief Officer Corporate Services

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

3.1

The Committee agreed that the *Portfolio Finance and Performance Report* (Item 17), would be heard in the private session due to the confidential financial information (Standing Order 9E).

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS PUBLIC MEETING: 7 NOVEMBER 2024

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

5.1.1 **The minutes of the meeting held on 7 November 2024 were approved as a true record of the meeting.**

5.2 Matters Arising

5.2.1 With reference to the timelines and new reporting format for risk, it was noted that this would be discussed during the meeting.

5.2.2 There were no other matters arising.

6 ACTION LOG

6.1 The Committee Rolling Action Log was considered, and actions were agreed and removed.

Action 9.2.2 Committee Aligned Directorate Risks (09/11/2023): Agreed to close as this action had been superseded.

Action 6.1.5 Action Log 8.3.4 - ESMCP Project Change Request and Dossier (07/11/2024): CM advised that there were no significant issues identified with the interdependencies or integration between the Emergency Services Mobile Communications Programme (ESMCP), In Vehicle Solutions (IVS) and New Mobilising System (NMS) project. CM outlined the milestone timelines within the projects. CM noted that interdependencies would continue to be tracked by the individual project teams and would be connected through the central interdependencies management log.

SOD advised that as Strategic Service Review Programme (SSRP) progresses, enabling infrastructure would be brought together which would provide a formal structured approach to reviewing interdependencies.

The Committee agreed to close this action.

Action 7.3 Proposed Draft Terms of Reference Strategy and Change Committee (07/11/2024): AW referenced previous discussions relating to the changes to dashboard reporting and the level of detail that would provide. AW commented on the potential to provide Change Portfolio Progress Group (CPPG) summary reports for reassurance on Executive scrutiny, risks, dependencies and challenges.

In terms of future scrutiny of SSRP, it was noted that the new Committee's Terms of Reference (ToR) provided clarity. AW noted that the Strategy Day session in May 2025 would present the Board with the process for the Service Delivery Review (SDR) element and public consultation.

RW reminded the Committee that the new Committee's ToR, which were being presented today, were still subject to discussion and approval by the Board.

The Committee agreed to close this action.

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

7 NEW COMMITTEE TERMS OF REFERENCE – STRATEGIC PLANNING AND CHANGE COMMITTEE

7.1 SJB presented the proposed draft ToR for the new Strategic Planning and Change Committee for discussion. It was noted that the draft ToR were submitted to the Integrated Governance Forum on 23 January 2025 and two amendments were requested. These related to the name of the new Committee and the removal of the catch all responsibility listed within Section 5. The Committee commented on their role within the governance structure which ultimately supported and provided assurance to the full Board. It was further noted that the ToR would remain subject of annual review.

7.2 It was agreed that reference to the Interim Deputy Chief Officer Corporate Services be amended to Deputy Chief Officer Corporate Services and the Head of Finance and Procurement would be added to the list of others in attendance.

ACTION: BST

7.3 Discussion took place on the potential to present an update on SSRP to the Committee ahead of seeking formal Board approval to commence public consultation in June 2025. It was noted that the Committee would welcome sight of an early draft to provide scrutiny and support ahead of the final submission to the Board, should this be helpful. However, the Committee recognised that the timings may not allow for the draft to be available for the next meeting (1 May 2025). This being the case, the Committee were content that the draft public consultation should be submitted direct to the Board for approval.

7.4 **The Committee recommended the new Strategic Planning and Change Committee's Terms of Reference for approval.**

8 PLANNING/STRATEGY

8.1 SFRS Strategy Update and Planning Process

8.1.1 RW presented the report to the Committee which provided an update on progress of the SFRS Strategy 2025-28 and the planning process that would be followed. The following key points were highlighted:

- Approach being taken in development of the SFRS Strategy.
- Requirement to create a 3-year delivery plan, performance management framework (PMF), Directorate and Functional Plan and local Fire and Rescue Plan and community fire station plans.
- Public consultation on draft Strategy to conclude in April 2025.
- Finalised version of the Strategy would be presented to the Board in May 2025 for approval before being laid before Scottish Parliament.
- Development of the 3-year delivery plan to commence and would be presented to the Board in May 2025. Consideration would be given to the prioritisation, resourcing, interdependencies and finance, etc when aligning to the Strategy.
- Review of the PMF to enable monitoring and assurance on how the Strategy was being delivered. Various workshops were scheduled and the revised PMF would be finalised in May 2025.
- Statutory requirement for Local Plans to be developed and need to be aligned with the Strategy and the Local Outcome Improvement Plans.
- Requirement to update Station Plans.

8.1.2 The Committee commented on the various separate consultation exercises being undertaken for the Strategy, SSRP and Local Plans and the crossover or similar elements within them. RW advised that the Service were required to consult on the Strategy, SSRP and local plans and that the Service were keen to avoid any overlap. RW reminded the Committee of the reason for the postponement of the review and consultation on local plans and the complications due to the differences within the local authority scrutiny arrangements. MMcA reminded the Committee of the Gunning principles which required consultation to be kept separate and noted that the situation was not ideal but

unavoidable. It was noted that the Local Senior Officers (LSO), who had a statutory role, would lead on local consultation and engagement.

- 8.1.3 The Committee commented on the other elements that need to happen within the Service to make the Strategy meaningful. These were: internal resource redistribution, drive around skills and capability building, and changes to the overall accountability and incentives. The Committee queried to what extent these activities would be catalysed through SSRP activities or managerially led through the Strategy without being restricted by SSRP.
- 8.1.4 SOD advised that the Service were currently in the process of setting the budgets and the priorities within the Strategy were a main driver in the process. SOD noted that the development of the 3-year delivery plan would provide the opportunity to drive the medium-term financial plan and a realistic plan on resource requirements. SOD further noted that in contrast to previous years, the Service were considering aligning the Strategy, 3-year delivery plan and budget at the same time.
- 8.1.5 AW noted that discussions were still required on the BAU governance as this would support change and strategic alignment within directorates. AW further noted that the 6 priorities were the focus for the Service and there needed to be strategic alignment through governance and engagement to deliver them.
- 8.1.6 AW noted that the strategy for future years should form the starting point and be a driver for the leadership framework to ensure the right skills, capacity and leadership qualities are achieved.
- 8.1.7 MMcA commented on the previous misalignment of strategy and budget setting processes and noted the longer-term benefits for these being aligned. MMcA further commented on the importance of the work to develop the 3-year delivery plan and performance framework. MMcA noted that the benefits and opportunities with the closer alignment of the plans to help crystallise and drive priorities.
- 8.1.8 The Committee noted the potential impact of SSRP on the development and consultation for local plans and that due consideration should be given to the timelines and ordering for this process. MMcA advised that consideration had already been given to the timing and potential sensitivities within some areas. RW commented on the importance of local plans for scrutiny and assurance purposes and outlined the broad timeline for the revision of local plans.
- 8.1.9 Brief discussion took place on the delivery and development of detailed local plans, the benefits of delaying their review to allow the Strategy to be finalised and the links between the local plans, 3-year plan and Strategy.
- 8.1.10 MMcA advised the Committee that the Strategy was designed to enable SSRP, however, should it be necessary the Service would have the option to review and revise the Strategy. SOD reminded the Committee that the Strategy was an overarching document of the Service's ambitions and SSRP was a significant strategic vehicle to deliver key elements.
- 8.1.11 The Committee commented on the statement within the Strategy, "*the strategy shows where we want to be in 3 years*" and asked for consideration to be given to revise this once there is a clearer sense of SSRP. Following a brief discussion, it was noted that this could be revised post consultation and within the finalised version of the Strategy. Review of the 2025-28 Strategy to ensure it reflects where the Service aims to be in the next 3 years.

ACTION: MMcA

- 8.1.12 Brief discussion took place on the purpose of a 3-year delivery plan and how it would be used.
- 8.1.13 Brief discussion took place on the revised performance management framework which was the route to reviewing the efficacy of the strategy. The Committee commented on the scheduling of meetings and requested work is done to review timelines for Committee meetings in relation to the availability of data and produce a schematic 3 year planning cycle incorporating all elements, allowing Committee meetings to be scheduled accordingly.

ACTION: MMcA/RW

8.1.14 **The Committee scrutinised the report.**

8.2 **Medium Term Financial Planning Update**

8.2.1 This item was covered under Item 8.1.

(D Wilson and S Wood joined the meeting at 1100 hrs)

9 CHANGE PORTFOLIO/MAJOR PROJECTS

9.1 **Programme Project Highlight Report**

- 9.1.1 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.
- 9.1.2 SW provided a verbal update in regard to the Rostering Project and in particular the outcomes of the Digital Scotland Service Standard Assessment. It was identified that across the 14 criteria, 6 had not been met. As a result, 14 essential and 6 desirable recommendations were made, and an action plan had been developed. During the assessment, areas of good practice were also identified. The overall recommendation made was to proceed from the design phase into the build phase. The next stage included integration with other systems across the Service which would ensure benefits were realised.
- 9.1.3 The Committee sought clarity on the temporary contracts within the project team and reference to competing priorities. SW noted that these were ongoing, unavoidable known risks and would continue to be monitored and managed accordingly.
- 9.1.4 In regard to the New Mobilising System project, JH advised the Committee that the approval and baselining of the full project implementation plan had now been achieved, and milestone payments had been authorised. JH further advised that a Programme Director had commenced in January 2025 and was a valuable addition to the project team.

9.1.5 **The Committee scrutinised the report.**

(D Wilson and S Wood left the meeting at 1110 hrs)

9.2 **Strategic Service Review Programme**

- 9.2.1 AW informed the Committee that an update was provided at the Board Strategy Day on 30 January 2025, and there was no additional update at this time.
- 9.2.2 **The Committee noted the verbal update.**

10 GENERAL REPORTS

10.1 **SFRS Change Maturity, Capacity and Capability January 2025 - Closure**

- 10.1.1 CM presented the report to the Committee which provided a high-level view of SFRS's strategic portfolio, change capacity and capabilities. The following key points were highlighted:

- Outline of the revised strategic change governance structure and reporting arrangements effective from 1 April 2025. Change Portfolio Investment Group's (CPIG) remit for new projects, business cases, investment and resources coming into the portfolio as well as any other business cases. This would assist in tracking of resources, capacity and key prioritisation decision making. SSRP Board would be removed and the 3 individual constituent programmes, Enabling Infrastructure, Corporate Services Review and Service Delivery Review, would report into the CPPG. This would aid the focus on deliverability, key dependencies and interdependencies, planning and resource management.
- Overview of the strategic portfolio summary dashboard and the ability to drill down for more detailed information on individual projects, provided total oversight of portfolio planning and capacity management.
- Implementation of project risk summary reporting from April 2025.
- Work ongoing to identify key roles and resource types to support all change projects/activities and their alignment to project plans.

10.1.2 The Committee queried where the oversight on business-as-usual (BAU) activities and capacity were being managed. CM advised that the Service were looking at ways to estimate the size of change activities and to identify local change activities ie continuous improvement. CM commented on the different levels of governance that would be required from major strategic projects down to continuous improvement activities. CM noted the importance of reporting on activities which were outside the major strategic elements and how these could be linked into strategy.

10.1.3 AW commented on the importance and work required to understand and align resource capacity for both change and BAU activities. AW noted that this work would provide an overarching overview of resource within the Service and provide a more strategic alignment of resources, independencies and finance.

10.1.4 In regard to the potential overlapping of membership and remit of the various governance groups, AW noted that the terms of reference and discipline within the meeting would be key to ensuring that discussions remain at the appropriate level.

10.1.5 In regard to capacity management, CM noted that a summary report would be submitted to the CPPG. AW noted that this forward-looking tool would help identify and allocate resources for change projects and within Directorates to capture BAU activities.

10.1.6 The Committee commented on the regular reference made to competing priorities and queried whether this tool would help to reduce this issue. AW noted that this was the aspiration however further conversation would be required to develop this.

10.1.7 The Committee commented on the potential to develop a Gantt chart for key BAU elements and overall programme planning elements, AW noted that this could form part of the 3-year cycle in terms of BAU, directorate plans and elements not directly linked with change activities.

10.1.8 The Committee noted the 4 elements relating to restructure to aid clarity and understanding, new reporting tool and reporting formats, new role analysis gap and new risk reporting. CM to provide the timeline and introduction of each element being embedded into the capability and capacity review.

ACTION: CM

10.1.9 The Committee were asked to review and provide feedback on the strategic portfolio summary dashboard. CM provided a brief overview of the dashboard and the ability to drill down into individual project details ie critical pathway, milestones, risks, etc

ACTION: All

10.1.10 The Committee commented on the format of the strategic portfolio summary dashboard and requested the removal of any unnecessary elements to improve legibility of the commentary box.

10.1.11 **The Committee scrutinised the report.**

11 RISK

11.1 Portfolio Office Risk Log

11.1.1 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. GB outlined the intention to review the format of the report to a more strategic level, the ability to drill down into specific risks and seek input from project managers.

11.1.2 The Committee discussed potential risk spotlighting at future meetings and how these could be identified. The Committee requested that the top 3 risks and relevant mitigations be brought to the next meeting for discussion and scrutiny.

ACTION: CM/GB

11.1.3 Brief discussion took place on the potential for the Executive to regularly update the Committee on horizon scanning and opportunities linking to the Strategy. Consideration to be given on how best to highlight opportunities within the 2025-28 Strategy moving forward.

11.1.4 In regard to the Change Management audit, the Committee queried the level of the Board's involvement in the process. CM advised the Committee of discussions and interviews carried out by Internal Audit across the Service. SOD noted that the Committee had requested and were provided with the scope of the audit albeit the Committee membership had now changed. SOD further noted the Audit and Risk Assurance Committee (ARAC) involvement in the development of the Internal Audit programme which would be submitted to the Board in April 2025 for approval.

11.1.5 **The Committee scrutinised the report.**

12 COMMITTEE ROLLING FORWARD PLAN

12.1 Committee Forward Plan

12.1.1 The Committee noted the Forward Plan would be revised to reflect the remit of the new Committee and the planning cycle.

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

12.2.1 There were no items identified.

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

13 REVIEW OF ACTIONS

13.1 CC confirmed that 6 formal actions were recorded during the meeting.

14 DATE OF NEXT MEETING

14.1 It was agreed that the special private meeting scheduled for Wednesday 19 March 2025 would be stood down.

14.2 The next full public meeting is scheduled to take place on Thursday 1 May 2025.

14.3 There being no further matters to discuss, the public meeting closed at 1150 hrs.

(The meeting broke at 1150 hrs and reconvened at 1205 hrs)

PRIVATE SESSION

15 MINUTES OF PREVIOUS PRIVATE MEETING:

15.1 Thursday 7 November 2024

15.1.1 The minutes of the meeting held on 7 November 2024 were approved as a true record of the meeting.

15.1.2 **The minutes of the meeting held on 7 November 2024 were approved as a true record of the meeting.**

16 PRIVATE ACTION LOG

16.1 The Change Committee Rolling Action Log was considered, and actions were agreed and removed or re-opened as appropriate.

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

17 PORTFOLIO FINANCE AND PERFORMANCE REPORT

17.1 CM presented a report to the Committee providing an update on the key performance indicators (KPIs) of the Change Portfolio.

17.2 **The Committee scrutinised the report.**

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

STRATEGIC PLANNING AND CHANGE COMMITTEE – ROLLING ACTION LOG



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Background and Purpose

A rolling action log is maintained of all actions arising or pending from each of the previous meetings of the 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 7 actions. A total of 3 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 3 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.

STRATEGIC PLANNING AND CHANGE COMMITTEE ROLLING ACTION LOG

Committee Meeting: 7 November 2024						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
8.2.3	Closing Report – Web/iHub Design Project: A report to be brought forward detailing the benefits following the evaluation process.	MW	July 2025 (Org February 2025)			Update (06/02/2025): Not yet available due to work still underway. Update (01/05/2025): Carried forward due to staff absence. Proposed change of due date to July 2025.

Committee Meeting: 6 February 2025						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.2	New Committee Terms of Reference – Strategic Planning and Change Committee: Reference to the Interim Deputy Chief Officer Corporate Service be amended to Deputy Chief Officer Corporate Service and the Head of Finance and Procurement would be added to the list of others in attendance.	BST	May 2025		March 2025	Complete (01/05/2025): Terms of Reference have been updated as requested.
8.21	Update of SFRS Strategy and Planning Process: Post consultation review of the 2025-28 Strategy to ensure it reflects where the Service aims to be in the next 3 years.	MMcA/ RW	May 2025			Update (01/05/2025): The online consultation ran for 8 weeks and had 155 responses. In general, there was strong support for the five strategic outcomes and objectives. Free text comments and feedback from Focus Groups suggest the need to consider the following amendments: <ul style="list-style-type: none"> • Simplify the language throughout.

					<ul style="list-style-type: none"> • Although supportive of the sentiment of the outcomes, feedback suggests that they could be simplified with some saying that the original text incorporated too many aspects into a single outcome. • The graphic representing the Strategic Objectives should be amended to show how these will deliver against the Fire and Rescue Framework for Scotland. • The term 'leading' fire service was not positively received (Safe and Effective Response). This should be reconsidered. • Staff, specifically, were concerned that we were being too ambitious. It is proposed that we consider the number of deliverables • The importance of collaborative working with partners should be strengthened. • Our commitment to Climate Change should strengthened. <p>A revised version of the SFRS Strategy is currently in development. This will be presented to the SLT and Board for approval in May 2025.</p>
8.23	<p>Update of SFRS Strategy and Planning Process: The Committee requested work is done to review timelines for Committee meetings in relation to the availability of data and produce a schematic 3 year planning cycle incorporating all elements,</p>	MMcA/ RW	May 2025		<p>Update (01/05/2025): This work is being progressed. A draft schematic will be shared with the Committee on 1 May 2025, with appropriate scheduling being considered thereafter.</p>

	allowing Committee meetings to be scheduled accordingly.					
10.8	SFRS Change Maturity, Capacity and Capability January 2025 – Closure: The Committee noted the 4 elements relating to restructure to aid clarity and understanding, new reporting tool and reporting formats, new role analysis gap and new risk reporting. CM to provide the timeline and introduction of each element being embedded into the capability and capacity review.	CM	May 2025		April 2025	Complete (01/05/2025): New PPM reporting tool has now been fully implemented for all projects, including highlight reporting, risk management, project dashboards and planning. All new core Portfolio Office supporting roles have also been recruited. The new summary risk reporting format has been fully implemented for all projects.
10.9	SFRS Change Maturity, Capacity and Capability January 2025 – Closure: Committee were asked to review and provide feedback on the strategic portfolio summary dashboard.	All	May 2025			Update (01/05/2025): Still in progress. Action to remain open to allow all Committee Members the opportunity to provide feedback. Anticipating closure of action at next meeting.
11.1.2	Portfolio Office Risk Log: Potential risk spotlighting at future meetings, top 3 risks and relevant mitigations be brought to the next meeting for discussion and scrutiny	CM/GB	May 2025		April 2025	Update (01/05/2025): The risk spotlight report will be provided by Heather Martin.

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee

Report No: C/SPCC/07-25

Agenda Item: 7

Report to:	STRATEGIC PLANNING AND CHANGE COMMITTEE							
Meeting Date:	1 MAY 2025							
Report Title:	COMMITTEE STATEMENT OF ASSURANCE 2024/25							
Report Classification:	For Decision	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to present the annual Statement of Assurance 2024/25 for the Change Committee (CC), outlining evidence of how the Committee supports the effective functioning of the Board.							
2	Background							
2.1	The Statement of Assurance was introduced to support the Board's overall approach to reviewing the effectiveness of its Committee operating structure, and further to this feeds into the Service's Annual Governance Statement. The statement has evolved from previous Value Added Statements, in line with best practice, as outlined within the Scottish Fire and Rescue Service (SFRS) Good Governance Framework.							
3	Main Report/Detail							
3.1	A paper outlining the governance review arrangements for the Board and its Committees was approved at its meeting on 24 April 2025.							
3.2	The Annual Statement of Assurance of this Committee will be appended to the subsequent paper relating to the SFRS Annual Governance Statement which will, thereafter, form part of the SFRS Annual Report and Accounts.							
3.3	Further information on the effectiveness of the Board and its Committees during the year of 2024/25 will be reported to the SFRS Board in June 2025.							
4	Recommendation							
4.1	The Committee is requested to approve the contents of the Annual Statement of Assurance 2024/25 as set out in Appendix A and provide feedback as necessary.							
5	Key Strategic Implications							
5.1	Risk Appetite and Alignment to Risk Register							
5.1.1	The Annual Statement of Assurance forms a key part of the Service's Assurance Framework, for which the risk appetite currently sits as Cautious.							
5.2	Financial							
5.2.1	The CC scrutinises and seeks assurance in relation to the planned levels of investment and anticipated benefits across the change portfolio within approved budgets, including the							

	appropriate application of financial management practices throughout the delivery of change.
5.3 5.3.1	Environmental & Sustainability There are no environmental and sustainability implications arising from this report.
5.4 5.4.1	Workforce The CC reviews programme plans and project dossiers that relate to the workforce.
5.5 5.5.1	Health & Safety This report highlights the strategic change and major projects contribution towards improving the Health & Safety of all staff.
5.6 5.6.1	Health & Wellbeing There are no Health & Wellbeing implications arising from this report.
5.7 5.7.1	Training There are no training implications arising from this report.
5.8 5.8.1	Timing This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2024/25.
5.9 5.9.1	Performance Information contained within this report deems that there are no significant gaps in the performance of the CC.
5.10 5.10.1	Communications & Engagement This report provides an opportunity for CC members to review the contents and provide feedback prior to its submission to the Board on the arrangements for reviewing the effectiveness of the Board and its Committees.
5.11 5.11.1	Legal Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance as described in the SFRS Good Governance Framework.
5.12 5.12.1	Information Governance DPIA completed Yes/No. No DPIA was required for this paper as it contains no personal information.
5.13 5.13.1	Equalities EHRIA completed Yes/No. If not applicable state reasons. Covered by the SFRS Corporate Governance Arrangements 2025 EHRIA.
5.14 5.14.1	Service Delivery There are no Service Delivery implications arising from this report.
6	Core Brief
6.1	Not applicable.

OFFICIAL

7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Richard Whetton, Head of Governance, Strategy and Performance
7.2	Level of Assurance: (Mark as appropriate)	Substantial/ Reasonable /Limited/Insufficient
7.3	Rationale:	Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. The annual Statement of Assurance allows for the Committee to outline evidence of its effectiveness.
8	Appendices/Further Reading	
8.1	Appendix A – Change Committee Annual Statement of Assurance 2024/25	
Prepared by:		Heather Greig, Board Support Executive Officer
Sponsored by:		Stuart Ballingall, Chair – Strategic Planning and Change Committee
Presented by:		Stuart Ballingall, Chair – Strategic Planning and Change Committee
Links to Strategy and Corporate Values		
This links to all seven outcomes of the SFRS Strategic Plan 2022-25.		
Governance Route for Report		Meeting Date
<i>Strategic Planning and Change Committee</i>		<i>1 May 2025</i>
		Report Classification/ Comments
		<i>For Decision</i>



Change: Strategic Change and Major Projects Committee

Annual Statement of Assurance

2024/25

1 Purpose

The purpose of this statement is to give an overview of the work of the Change: Strategic Change and Major Projects Committee over the period April 2024 – March 2025, and assurances sought through scrutiny arrangements, in its role as a Committee supporting the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its Committees and is incorporated into the Service's Annual Governance Statement.

2 Background

The Committee provided assurance to the Board, via the Chair of the Committee, through oversight and direction on the development and achievement of the Service's Change Programme in line with the Strategic Plan. Where the appropriate inputs are available the role of the Committee also includes scrutinising risk management for the Programme, ensuring resilience in the scale and rate of adoption of change across the Service, ensuring delivery within agreed costs/time/quality metrics, as well as providing direction on priorities. The Committee also seeks to scrutinise whether the change achieved the stated outcomes through post implementation reviews (where available).

3 Summary of the Committee's Work During 2024/25

During the reporting period, the Committee has formally convened on 4 occasions and has sought and gained assurance around key aspects of the Change Programme.

The scrutiny of the New Mobilising System (NMS) project continued with the Committee seeking specific additional assurance through NMS specific Special Change Committee meetings. Three of these additional meetings have taken place in the timeframe covered by this statement. However, with the baselining of the full project implementation plan having been agreed scrutiny of the NMS project will continue through the regular Change Committee meetings.

The Committee acknowledged that the initial scope of the Service Delivery Model Programme (SDMP) had changed significantly since inception and the implementation would be taken forward via the SSRP.

The People, Payroll, Finance and Training (PPFT) Project has continued to be a priority for the Committee with assurance being sought on its progress.

The Committee continued to provide scrutiny and challenge, where appropriate, around Strategic Service Review Programme (SSRP) during the reporting year and were able to provide assurance to the Board as the programme separated into three workstreams, to more efficiently manage the governance and structure going forward, noting that the three elements were dependent upon each other.

Scrutiny of the Rostering Project progress continued as the project proceeded from the design phase into the build phase.

The Committee provided a high-level oversight of the Service's strategic portfolio, change capacity and capabilities and undertook appropriate scrutiny and challenge around resource capacity for both change and BAU activities.

4 Future Work Priorities of the Committee

The Change Committee will transition to the new Strategic Planning and Change Committee during 2025/26. The work of the new Committee will be aligned to the key responsibilities as detailed within the revised Terms of Reference:

- 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 Strategy 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 Strategic Service Review Programme.

5 Actions to Improve the Committee's Governance Arrangements

In prior years, the Committee has been heavily focused on individual projects and the Service's overall capacity and capability to deliver. As the change capability within the organisation has matured, the Committee will focus its scrutiny at a higher level and expand its remit to ensure change is further embedded within the strategic planning of SFRS.

Stuart Ballingall
Chair, Strategic Planning and Change Committee
May 2025

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee



Report No: C/SPCC/08-28

Agenda Item: 9.1

Report to:	STRATEGIC PLANNING AND CHANGE COMMITTEE						
Meeting Date:	1 MAY 2025 (DATA AS OF: 24 MARCH 2025)						
Report Title:	PORTFOLIO SUMMARY REPORT						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPCC) with an overview of the Strategic Change Portfolio in the following areas – Risk, Interdependencies, Costs and Capacity to Deliver.						
2	Background						
2.1	The Scottish Fire and Rescue Service (SFRS) plays a crucial role in ensuring the safety and wellbeing of Scotland's communities. SFRS has a comprehensive strategic change portfolio which is designed to enhance the efficiency, effectiveness, and sustainability of the fire and rescue service across Scotland. The portfolio is structured around three distinct programmes: Service Delivery Review (SDR), Enabling Infrastructure (EI), and Corporate Services Review (CSR).						
2.2	Service Delivery Review The Service Delivery Review programme aims to optimize the operational aspects of the SFRS, ensuring that frontline services are delivered effectively and efficiently across Scotland. This involves assessing current service delivery models, identifying areas for improvement, and implementing innovative practices to enhance responsiveness, training, prevention and community safety.						
2.2.1	Key Components						
	<ol style="list-style-type: none"> 1. Matching risk and demand: This component focuses on aligning resources with identified risks. By analysing data on fire incidents, geographical challenges, and demographic data, the SFRS can allocate resources more effectively, ensuring that high-risk areas receive appropriate coverage. 2. Operational Strategy: Enhancing the SFRS's ability to respond to emergencies swiftly and effectively is crucial. This involves managing response times, ensuring the availability of well-trained personnel, and investing in modern equipment and techniques. 3. Community Safety and Prevention: Proactive measures to prevent fires and other emergencies are an essential role of SFRS. This includes public education campaigns, community engagement initiatives, and targeted interventions in high-risk areas. This work will be underpinned by research though partnering with academia, and better use of SFRS tools such as the Community Risk Index Model (CRIM) to direct prevention activities. 						

	<p>4. Training: A comprehensive review of SFRS approach to the delivery of training and ensuring the highest levels of professionalism and competency within SFRS. This work will focus on the collective responsibility for training within all parts of SFRS.</p>
2.2.2	<p>Anticipated Outcomes (not exhaustive) The Service Delivery Review is expected to result in:</p> <ul style="list-style-type: none"> • Matching of operational resources to risk and demand, thereby driving efficiency and improving outcomes. • Better alignment of resources with community risks and needs, both future and present. • Enhanced public safety through preventative measures and community engagement. • Improved training, competency and professional standards. • Preparing the Service to respond to emerging issues, such as climate change.
2.3	<p>Corporate Services Review The Corporate Service Review programme aims to enhance the administrative and support functions of the SFRS. This involves integrating services, streamlining processes, improving governance, and ensuring that corporate services are aligned with the strategic objectives of the organisation.</p>
2.3.1	<p>Key Components</p> <ol style="list-style-type: none"> 1. Governance and Leadership: Strengthening governance structures and leadership practices to ensure effective oversight and strategic direction. This includes enhancing accountability, transparency, and stakeholder engagement. 2. Human Resources and Workforce Development: Focusing on the culture, recruitment, training, and development of personnel. This includes ensuring that all staff have the necessary skills and support to perform their roles effectively. 3. Integrated Strategic Planning, Financial Management and Sustainability: Ensuring the financial health of the SFRS through robust strategic planning, budgeting, financial planning, and resource allocation. This component also involves exploring opportunities for efficiencies and revenue generation. 4. Structures: Ensuring that the Corporate Services Functions are appropriately structured to meet the future needs of SFRS, whilst considering public sector collaboration and technological enablement.
2.3.2	<p>Anticipated Outcomes (not exhaustive) The Corporate Service Review is expected to result in:</p> <ul style="list-style-type: none"> • Enhanced governance and leadership that supports strategic objectives. • A skilled and motivated workforce that is well-equipped to meet organisational demands. • Improved financial management and sustainability, ensuring the long-term viability of the SFRS. • Improved strategic planning through the integration of service planning, change, resource management and financial planning.
2.4	<p>Enabling Infrastructure The Enabling Infrastructure programme will be dedicated to providing the physical and technological foundations necessary for the SFRS to operate effectively. This includes upgrading facilities and the estate, investing in new technologies, and ensuring that the infrastructure supports the strategic goals of the service.</p>
2.4.1	<p>Key Components</p> <ol style="list-style-type: none"> 1. Estate, facilities and Equipment: Upgrading and maintaining fire stations, training assets, providing contamination controls, dignified facilities and other facilities is critical.

<p>2.4.2</p>	<p>This also involves ensuring that firefighters have access to the latest equipment and technology.</p> <p>2. Information and Communication Technology (ICT): Modern ICT systems are essential for efficient and effective organisations. This component focuses on enhancing communication networks, data management systems, enterprise systems and operational software to support real-time decision-making and coordination.</p> <p>3. Fleet Management: Ensuring that the SFRS's fleet of vehicles is modern, reliable, and fit for purpose. This includes regular maintenance, timely replacements, and the integration of new technologies such as electric vehicles and advanced in vehicle systems.</p> <p>Anticipated Outcomes (not exhaustive) The Enabling Infrastructure workstream is expected to result in:</p> <ul style="list-style-type: none"> • State-of-the-art facilities and equipment that enhance operational capabilities. • Improved communication and data management systems that support efficient service delivery and corporate services. • A modern, well-maintained fleet that ensures reliability and effectiveness in emergency response.
<p>3</p>	<p>Main Report/Detail</p>
<p>3.1 3.1.1 3.1.2 3.1.3 3.2 3.2.1</p>	<p>Service Delivery Review</p> <p>The programmes within the Strategic Change Portfolio are at varying stages of definition with the Service Delivery Review being the most well-developed. The Programme Brief and Strategy were approved in November 2024 and an agreed, baselined plan is in place to complete the required public consultation by December 2025.</p> <p>The Hurdle Criteria Assessment Workshop took place on 29 January. The outcome was reviewed by the Programme Board and it has been agreed that 23 options will be progressed to the next stage of options appraisal which is the Balanced Room on 29 April. A significant amount of materials will be required for the Balanced Room including impact assessments for each option and work is progressing on these at pace.</p> <p>A significant programme of communications and engagement is ongoing including Local Senior Officer (LSO) briefings, newsletter updates and educative sessions for decision makers for the Balanced Room. A wider release of the change options to all staff is scheduled for mid-April. Following the Balanced Room a Special Meeting of the SFRS Board will be held on 30 May where approval will be sought to launch the public consultation. The consultation timeline remains tight with very little contingency within it. The team is proactively managing the risk that any slippage may lead to a delay in the final Board decision, which must have taken place a reasonable period before the Scottish Parliamentary Elections in May 2026, and key milestones are on track for delivery as agreed.</p> <p>Corporate Services Review</p> <p>The Corporate Services Review Programme is working towards the production of a blueprint for Corporate Services that will set out the proposed model of the business, its working practices and processes, the information it requires and the technology that will be needed to deliver the capabilities described in the program's "Vision" statement. Workshops will be scheduled to facilitate this process.</p> <p>In tandem a review of Business Support provision is being undertaken with a view to identifying a model that will best provide Heads of Function and Directors with the support they need within the available resource envelope. The Programme Board has discussed the scope of the People, Payroll, Finance and Training Project and Digital and Technology Services (DaTS) Strategy to understand how these pieces of work may form part of the tangible deliverables that the Programme will be focussing on in the coming financial year.</p>

	<p>Work is ongoing to develop an agreed timeline and resource plan. Progress continues to be constrained by the need for the Programme Manager to cover the project management of the People, Payroll, Finance and Training project (PPFT). It is anticipated that this will continue to impact on the pace of delivery.</p>
3.3	<p>Enabling Infrastructure Luisa Kemp, the Programme Manager for Enabling Infrastructure, joined SFRS end of February 2025 and work has begun to define this programme in more detail. Visioning workshops have been scheduled and Programme Board members identified. It is anticipated that Rostering, New Mobilising System (NMS) and Emergency Services Mobile Communications Programme (ESMCP) will fall within its scope.</p>
3.3.1	<p>The NMS project plan has been reprofiled and re-baselined due to the impact of an issue in relation to connectivity. Whilst the implementation of the Integrated Command and Control Solution (ICCS) remains on schedule, there is little contingency remaining within the timeline. There is a risk that the implementation slips beyond December 2025 if 999 SIP lines are not fully installed and operational for testing by mid-May. The project team are liaising with BT to ensure they are giving this priority status; and working with all relevant parties to move this forward.</p>
3.3.2	<p>The Rostering project is due to complete by the end of 2025. The Senior Responsible Owner (SRO) for the project, DACO Stephen Wood, will be retiring later this year and DACO Ross Robison will be taking on the role. A handover has begun.</p>
3.3.3	<p>Development of the plan is in progress and the project is scheduled to go through the stage gate for progression from Planning into Delivery in mid-April. A dedicated iHub page for Rostering has been developed and is ready to go live.</p>
3.4	<p>Portfolio Risks A draft Portfolio Risk register has been developed reflecting the key risks facing the portfolio. These include:</p> <ul style="list-style-type: none"> • An amber risk that project deliverables will be delayed because of overly optimistic planning resulting in insufficient time and resources being allocated to complete the required activities. To mitigate this risk, each project and programme are required to develop detailed plans for delivery which must then be baselined and approved by their governance Board. Further mitigation will be offered by the Stage Gate process which incorporates assurance by the Design and Assurance Forum. • There is a risk of change fatigue across SFRS' workforce because of the volume of change scheduled for the last quarter of 2025 which could lead to limited engagement with the planned changes and lower quality of project outcomes. The Business Change and Implementation Manager is actively engaging with each project around implementation plans and business readiness prior to go-live, and each initiative has communications and engagement activities in place.
4	Recommendation
4.1	<p>The Strategic Planning and Change Committee is asked to:</p> <ul style="list-style-type: none"> • Scrutinise the contents of the current report; • Note the progress and associated constraints across the Change Portfolio; and • Consider the risk mitigation actions within the report and provide feedback as necessary.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Registers
5.1.1	Resourcing impact due to potential retirements due to Pension update.

5.2 5.2.1	Financial Ongoing funding discussions are taking place with the Scottish Government.
5.3 5.3.1	Environmental & Sustainability There are no direct key environmental & sustainability implications arising from this report.
5.4 5.4.1	Workforce As detailed in section 3.
5.5 5.5.1	Health & Safety There are no direct Health and Safety implications associated with this report.
5.6 5.6.1	Health & Wellbeing There are no direct Health and Wellbeing implications associated with this report.
5.7 5.7.1	Training Training resource will be required across various projects.
5.8 5.8.1	Timing See section 3
5.9 5.9.1	Performance See section 3.
5.10 5.10.1	Communications & Engagement There are no direct key performance implications arising from this report.
5.11 5.11.1	Legal There are no direct key legal implications arising from this report.
5.12 5.12.1	Information Governance A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this report.
5.13 5.13.1	Equalities An Equalities Impact Assessment is not required as there is no personal/sensitive information on this report.
5.14 5.14.1	Service Delivery There are no direct key Service Delivery implications arising from this report.
6	Core Brief
6.1	Not applicable
7	Assurance (Board/Committee Meetings ONLY)
7.1	Director: Sarah O'Donnell, Deputy Chief Officer (Corporate Services) Andy Watt, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient
7.2	Rationale: The report is based upon the regular highlight reporting by each project and programme and the monitoring of progress across the portfolio. Time, quality and resources are reviewed based on a red and amber escalation RAG status, including key dependencies and interdependencies.

8	Appendices/Further Reading	
8.1	Appendix A – Portfolio Dashboard	
Prepared by:	Portfolio Office	
Sponsored by:	Sarah O'Donnell, Deputy Chief Officer (Corporate Services) Andy Watt, Deputy Chief Officer	
Presented by:	Heather Martin, Change Centre of Excellence Manager	
Links to Strategy and Corporate Values		
We are fully accountable and maximise our public value by delivering a high quality, sustainable and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Change Portfolio Progress Group</i>	<i>08 April 2025</i>	<i>For Scrutiny</i>
<i>Strategic Planning and Change Committee</i>	<i>01 May 2025</i>	<i>For Scrutiny</i>

PORTFOLIO OFFICE

**STRATEGIC PORTFOLIO SUMMARY REPORT
APRIL 2025 (DATA AS OF 24 MARCH 2025)**

CM 25/02/25



STRATEGIC PORTFOLIO SUMMARY REPORT

Programme	Project	Next Milestone Target Completion Date	Next Milestone Forecast Delivery Date	Delivery RAG	Cost	Resource	Commentary
Corporate Services Review Programme (CSR)	People, Payroll, Finance & Training (PPFT) Discovery Phase	Discovery Report 31/03/2025	Discovery Report 11/04/2025	●	●	●	<p>Overall project status is Amber. Scottish Government and IBM have drafted Discovery Report and will finalise it mid-April. Plan for developing the Outline Business Case (OBC) is to be fully developed and baselined. Target date for completion of OBC is end of May 2025.</p> <p>Cost is Amber with agreed funding in place for this phase. Funding for further phases and/or proposed solution will need to be identified and agreed. Public Sector Reform Funding Application has been submitted by Scottish Government seeking £1million of funding. It is anticipated that OBC may need to incorporate total project spend to date.</p> <p>Resource is Red due to not having a Project Manager - this gap is being covered by Corporate Services Review Programme Manager which is constraining progress of Corporate Services Review and limiting pace of PPFT.</p>
	Service Redesign	Brief Approval 30/04/2025	Brief Approval 30/04/2025	●	●	●	<p>Programme status is Amber. The Programme Brief was approved by Programme Board and will be considered for approval by Change Portfolio Investment Group at the end of April. Timeline and resourcing are to be agreed.</p>
Service Delivery Review Programme (SDR)	Public Consultation	Balanced Room 29/04/2025	Balanced Room 29/04/2025	●	●	●	<p>Overall programme status is Amber due to resource pressures and complexity of developing consultation materials within a tight timeframe. Programme is on track to deliver against baselined plan with the Balanced Room scheduled for 29 April.</p> <p>Cost is Green due to an underspend for posts not filled from the Business Case that was approved November 2024.</p> <p>Resource is Amber with pressures being addressed through recruitment to approved business case roles. Resource requirements for July to December have been identified and a further business case for these is in development.</p>
	Demand Based Duty System			●	●	●	<p>Workstream will look at Alternative Duty Based Systems. Workstream Brief has been approved and development of plan in progress.</p>
	Training Impact Assessment Tool	Tool Delivery 24/03/2025	Tool Delivery 17/04/2025	●	●	●	<p>Overall project status is Amber. The tool will now be delivered end of April due to slippage of resource availability in January and March. The plan has been re-baselined to reflect this and deliverables for Balanced Room prioritised to ensure they dovetail with Consultation timeline. Cost and Resource are Green.</p>

STRATEGIC PORTFOLIO SUMMARY REPORT

Programme	Project	Next Milestone Target Completion Date	Next Milestone Forecast Delivery Date	Delivery RAG	Cost	Resource	Commentary
Enabling Infrastructure Programme (EI)	Rostering	Delivery 31/12/2025	Delivery 31/12/2025	●	●	●	<p>Overall project status is Amber. Plan for next phase of project is under development and stage gate for moving from Planning phase to Delivery phase is scheduled for mid-April 2025. The SRO for the project will be retiring and a new SRO has been identified and transition arrangements are in progress.</p> <p>Cost is Green with project remaining within budget.</p> <p>Resource is Red as a need for further knowledge and skills has been identified. A request has been made for an additional Watch Commander to join the Project.</p>
	New Mobilising System	Control Room Operations Positions Build Complete 25/06/2025	Control Room Operations Positions Build Complete 25/06/2025	●	●	●	<p>Project status is Amber. The project plan has been reprofiled and baselined due to the impact of the connectivity issue. Whilst the project remains on target to deliver the Integrated Control and Command System (ICCS) by end of 2025, there is little contingency left within the re-baselined plan. Work is ongoing to manage the risk around 999 SIP lines and the issue around SFRS provision of internet connection.</p> <p>Cost is Green with project remaining within budget.</p> <p>Resource is Green following successful recruitment of Project Lead and a further Watch Commander due to join the project end of April.</p>
	ESMCP / IVS	Delivery 02/06/2027	29/12/2029	●	●	●	<p>Programme ESMCP - Lot 2 User Services appointment has been made (IBM). Work has commenced with IBM Cyber re integration work.</p> <p>Cost and Resource are Green. An SFRS Communications resource has been allocated to the Programme and will support preparation of service comms for rollout and business readiness.</p>
Culture	Cultural Action Plan	tbc	tbc	●		●	

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee



Report No: C/SPCC/11-25

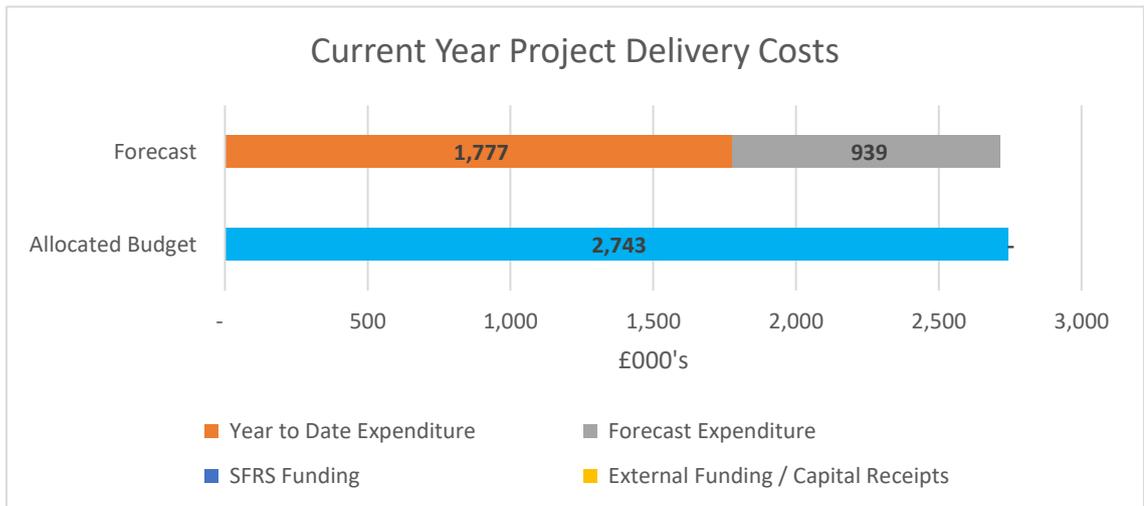
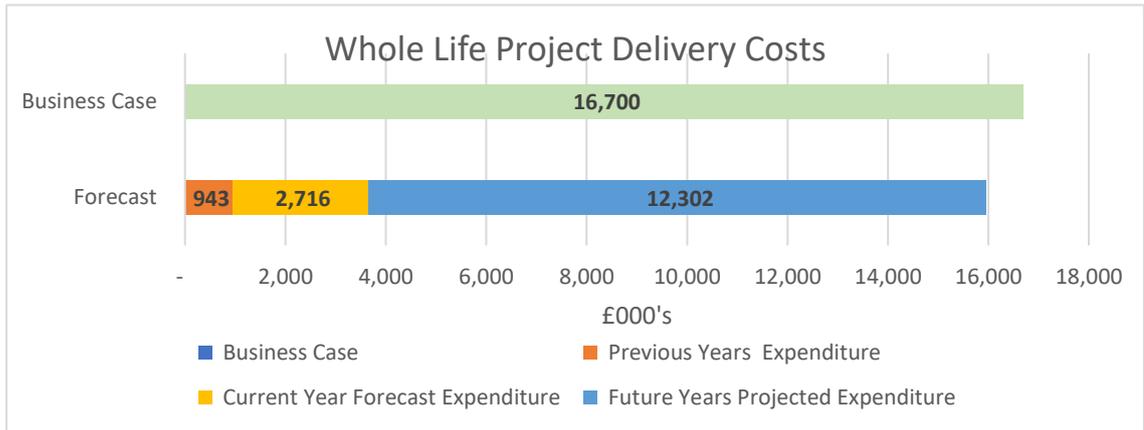
Agenda Item: 10

Report to:	STRATEGIC PLANNING AND CHANGE COMMITTEE							
Meeting Date:	01 MAY 2025							
Report Title:	PORTFOLIO FINANCE AND PERFORMANCE REPORT							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY					For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>	
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>		
1	Purpose							
1.1	The purpose of this report is to provide a regular update to the Strategic Planning and Change Committee on the Key Performance Indicators (KPIs) of the Change Portfolio.							
2	Background							
2.1	<p>Three KPIs were approved to be monitored aligned to the revised Change Portfolio governance, namely:</p> <ol style="list-style-type: none"> 1. Cost: Costs from latest approved baselined business case measured against forecast completion costs. Measure will be in £1,000s. Target is no more than 5% variance from baselined costs. 2. Time: Baseline completion date contained within the latest approved project dossier, compared with latest thinking forecast (LTF). Measure will be in time, i.e., months. Target is no more than 10% variance from baselined duration. 3. Financial benefits: Cashable benefits realised, measured in £1,000s. Target is to track delivery of expected cashable benefits against the latest approved business case. <p>Projects will report against approved business cases, where a change request is approved during the project lifecycle, KPI's will be reported against the revised / latest approved baseline.</p>							
3	Main Report/Detail							
3.1	Performance relating to cost, time and financial benefits is monitored in relation to discrete projects and programmes through associated project and programme boards and scrutinised monthly by the Change Portfolio Progress Group (CPPG).							
3.1.1	Performance detailed in the following graphs covers project costs for projects from inception and includes data up to the end of period 11 of the 2024/25 financial year. A breakdown is shown for each project with a recognised business case.							

3.1.2 Data depicted in the following section is utilising the new Finance Portfolio Report format for period 11.

3.1.3 The report covers projects where there is an approved business case and are in formal governance. Several projects are in the process of preparing outline business cases to be brought into governance, this includes People, Payroll, Finance and Training (PPFT); Service Delivery Review (SDR), Corporate Services Review (CSR) and Enabling Infrastructure (EI), the report will be amended to include projects when business cases are approved in the coming months.

3.2 **New Mobilising System**



3.2.1 Financials are Amber because although contract costs are known some current year virements of underspend are currently being undertaken ahead of financial year end.

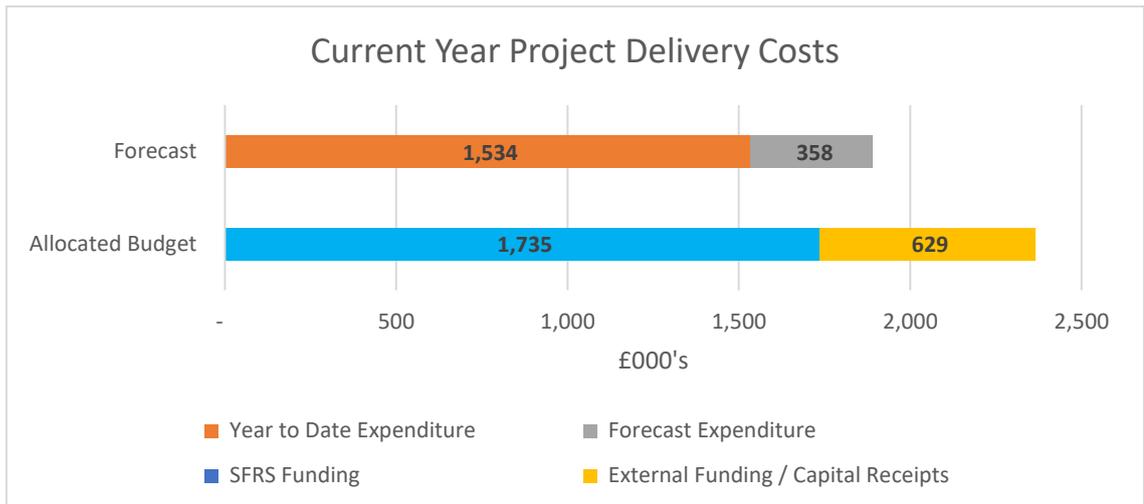
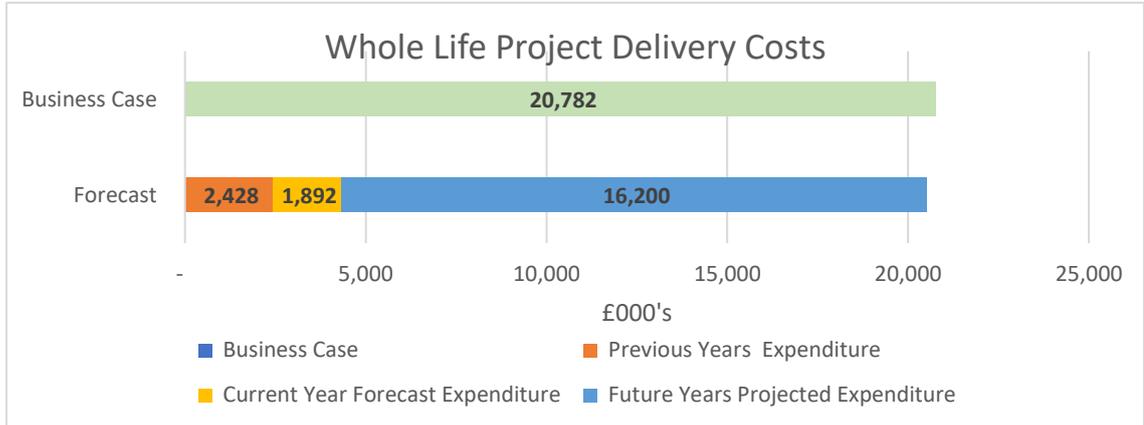
3.2.2 Whole life project delivery costs: forecast to be £22.543M against an approved Business Case of £22.589M, thus an underspend of £0.046M is forecast against the approved Business Case. There is the potential for some cost variation based upon actual costs to be incurred for Airwave DCS port migration and any other enabling works.

3.2.3 Current year project delivery costs: revised annual budget forecast to be £2.97M against an allocated budget of £3.37M. Actuals YTD are £0.358M, the remaining budget of £2.612M is expected to be spent over the remaining months of the year predominantly via three Year-1 milestone payments. Current year costs are based upon project team salaries, external legal advice, technical advisor costs and supplier milestone payments incurred in Phase 1.

3.2.4 **Previous Years Expenditure:** £0.943M was spend on the project in financial year 22/23 and 23/24.

3.2.5 **Benefits:** The project will deliver one cashable benefit out of a total of 14 benefits and remains on track currently. The initial benefits are expected to commence in late 2025 and continue through 2026. The project is due to complete an overall benefits review by end of Quarter 1, following the submission of the full detailed implementation plan.

3.3 **Emergency Services Mobile Communications Programme/In-Vehicle System**



3.3.1 **Financials**

3.3.2 **Whole life project delivery costs:** forecast to be £21.226m against an approved Business Case of £21.483m. Currently the implementation costs of the project are forecast to be £0.257m underspent.

3.3.3 **Current year project delivery costs:** forecast to be £2.265m against an allocated budget of £2.350m. In 2024/25 the project is forecasting to underspend by £0.085m. The underspend is mostly due to timing of recruitment for additional ESMCP and ESN Data First staff along with MODAS software costs being shifted to the right. The delivery date for software implementation has been delayed to February 2025, therefore there is a risk that both spend in the current year and associated funding from the Scottish Government differ from the forecast. This date is being challenged as there are significant other dependencies.

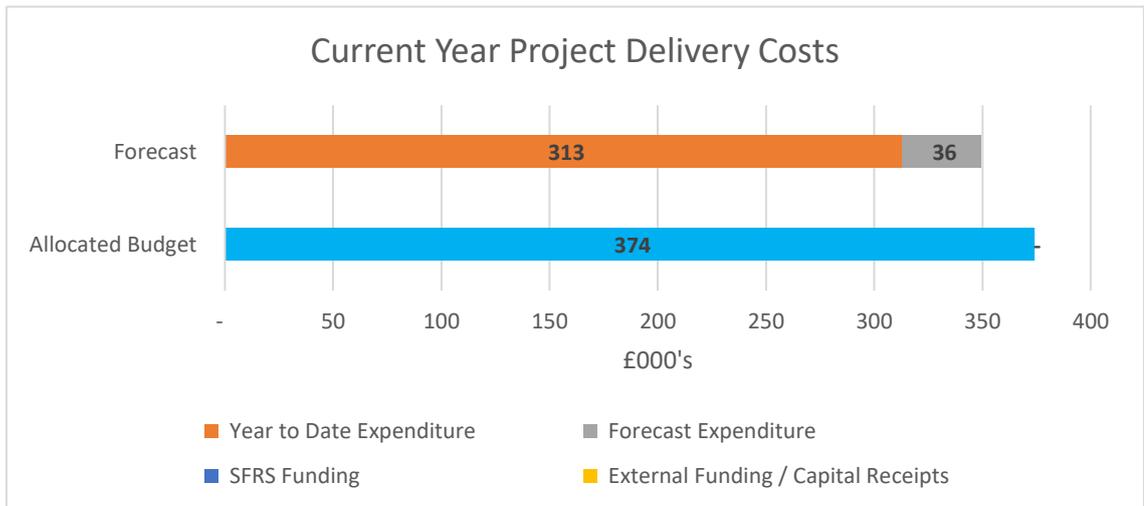
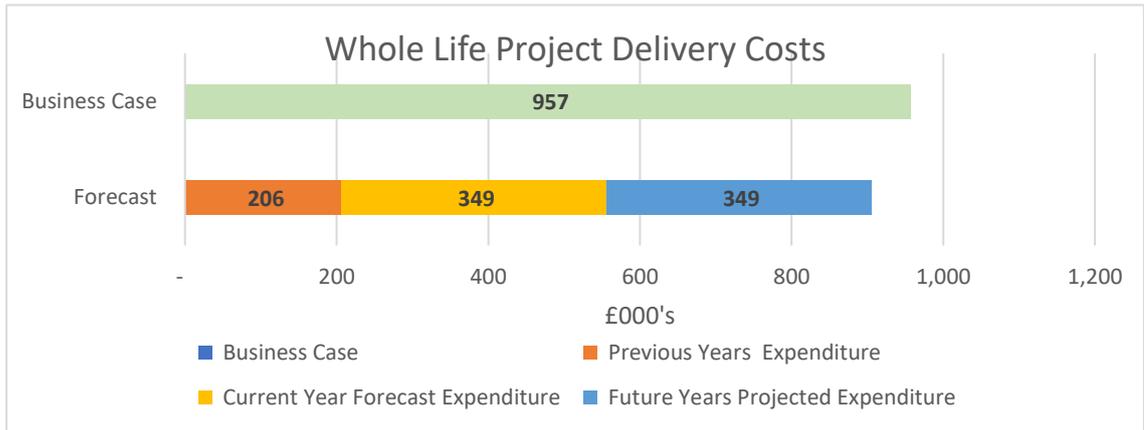
3.3.4 To date spend on the project has been £1.458m, with an additional £0.807m forecast to be spent over the remaining months of the year.

3.3.5 The capital spend for the CF33 devices over the first three years remains on target with spend having been accelerated in 2023/2024 and a corresponding reduction forecast in 2025/26.

3.3.6 **Previous Years Expenditure:** £2.428m was spend on the project between 2021/22 and 2023/24 financial years. The majority of spend related to capital purchase of Panasonic CF33 devices, followed by local resource (staff costs) spend on ESMCP project.

3.3.7 **Benefits:** The development of the benefits is ongoing.

3.4 **Rostering**



3.4.1 **Financials** are currently green as the project is forecasting to underspend by £53k in total. This underspend has occurred due to a delay in resourcing the team, offset with higher vendor cost in 2024/25 and a reduction in 2025/26.

3.4.2 **Whole life project delivery costs:** forecast to be £0.904M against an approved Business Case of £0.957M, thus an underspend of £0.053M is forecast against the approved Business Case.

3.4.3 **Current year project delivery costs:** forecast to be £0.349M against an allocated budget of £0.374M, thus an underspend of £0.025M is forecast. Actuals YTD are £0.313M, the remaining budget of £0.036M is expected to be spent over the remaining months of the year.

3.4.4 **Previous Years Expenditure:** £0.206M was spend on the project in financial year 23/24.

3.4.5 **Benefits:** The majority of the cashable benefits identified in the business case are dependent on policies and procedures being updated which are out with the scope of the project. A review of project benefits and an update of the benefits toolkit will be completed late Spring.

3.5 **Appliance Withdrawal**

3.5.1 In September 2023 the first phase of the Strategic Service Review Programme implemented the temporary withdrawal of ten wholetime pumps.

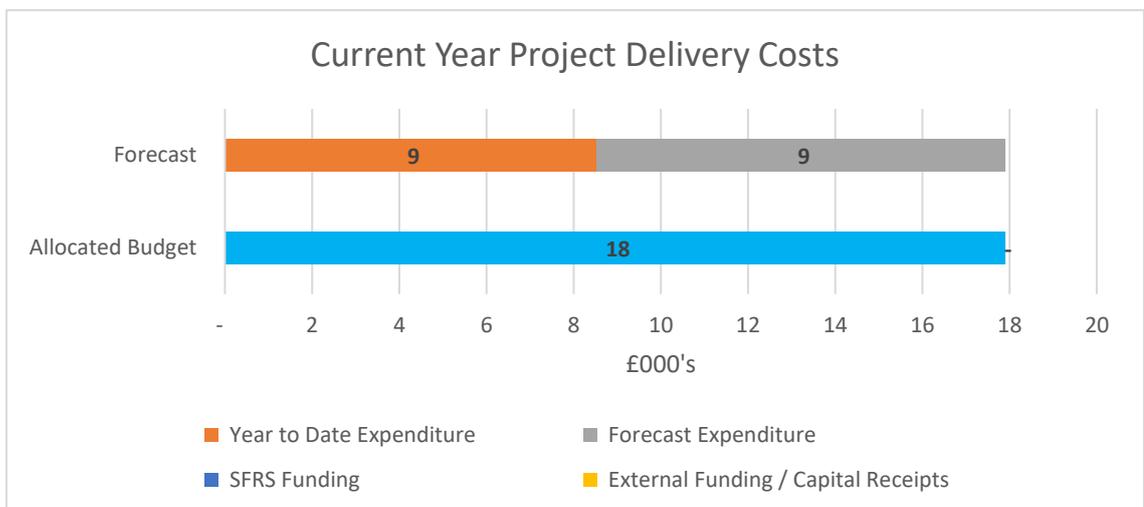
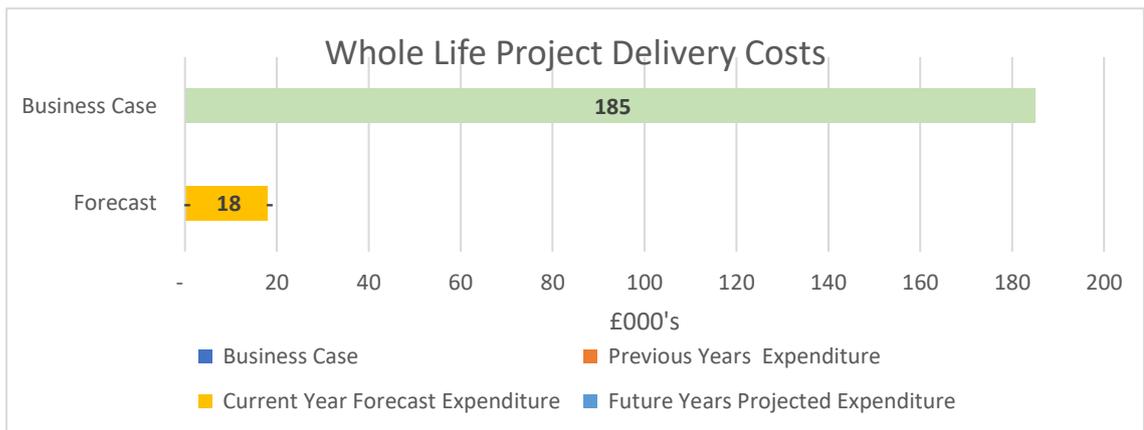
3.5.2 This delivered forecast resource budget savings of £4.0M within the 2023/2024 financial year.

3.5.3 The ten pumps will remain temporarily withdrawn until a formal public consultation, selection and implementation process can be completed which will permanently achieve equivalent resource budget savings.

3.5.4 The annual year-on-year savings forecast for the ongoing temporary withdrawal of the ten wholetime pumps is £6.8M.

3.5.5 This figure will be revised following the outcome of the formal public consultation and selection process, which is scheduled to conclude by the end of Q3 2025/26.

3.6 **Service Delivery Review Programme**



3.6.1	<p>Financials are currently green as the project is forecasting to underspend by £167k in 2024/25. This underspend has occurred due to the lead time and capacity required to recruit specialist roles. There is no underspend forecast for 2025/26. Please note these figures report on support staff only.</p>																																			
3.6.2	<p>Whole life project delivery costs: forecast to be £18k against an approved Business Case of £185k, thus an underspend of £167k is forecast against the approved Business Case to date.</p>																																			
3.6.3	<p>Current year project delivery costs: forecast to be £18k against an allocated budget of £18k, therefore project is on budget. This is because contingency budget was used to fund costs in 2024/25.</p>																																			
3.6.4	<p>Previous Years Expenditure: N/A as there was no business case in financial year 23/24.</p>																																			
3.6.5	<p>Benefits: The immediate benefits of the additional resource will be to sustain the pace of delivery to meet very tight timescales and conclude the formal public consultation by Autumn 2025. It will ensure dedicated resourced focused on SDR, prioritising the importance of this work. Longer term the cashable and non cashable benefits have been mapped and allocated to each of the 23 change options for further profiling in due course.</p>																																			
3.7	<p>Project Cost Summary</p>																																			
3.7.1	<p>The table below summarises the variance between current business case and forecast costs for all projects and shows an overall forecast underspend of £1.055m (2.74%), which is within the 5% target.</p>																																			
3.7.2	<p>It should be noted that projects and programmes without an approved business case are not included in this calculation, as no comparison can be established.</p>																																			
	<table border="1"> <thead> <tr> <th data-bbox="296 1160 663 1261">Project/Programme</th> <th data-bbox="663 1160 852 1261">Current BC Costs (£1,000s)</th> <th data-bbox="852 1160 1040 1261">Forecast Cost (£1,000s)</th> <th data-bbox="1040 1160 1228 1261">Variation to BC (£1,000s)</th> <th data-bbox="1228 1160 1425 1261">Percentage Variation</th> </tr> </thead> <tbody> <tr> <td data-bbox="296 1261 663 1305">ESMCP/IVS</td> <td data-bbox="663 1261 852 1305">20782</td> <td data-bbox="852 1261 1040 1305">20519</td> <td data-bbox="1040 1261 1228 1305">263</td> <td data-bbox="1228 1261 1425 1305">1.27%</td> </tr> <tr> <td data-bbox="296 1305 663 1350">New Mobilising System</td> <td data-bbox="663 1305 852 1350">16700</td> <td data-bbox="852 1305 1040 1350">15961</td> <td data-bbox="1040 1305 1228 1350">739</td> <td data-bbox="1228 1305 1425 1350">4.43%</td> </tr> <tr> <td data-bbox="296 1350 663 1395">Rostering</td> <td data-bbox="663 1350 852 1395">957</td> <td data-bbox="852 1350 1040 1395">904</td> <td data-bbox="1040 1350 1228 1395">53</td> <td data-bbox="1228 1350 1425 1395">5.54%</td> </tr> <tr> <td data-bbox="296 1395 663 1440">Appliance Withdrawal</td> <td data-bbox="663 1395 852 1440">0</td> <td data-bbox="852 1395 1040 1440">0</td> <td data-bbox="1040 1395 1228 1440">0</td> <td data-bbox="1228 1395 1425 1440">0.00%</td> </tr> <tr> <td data-bbox="296 1440 663 1485">Service Delivery Review</td> <td data-bbox="663 1440 852 1485">185</td> <td data-bbox="852 1440 1040 1485">18</td> <td data-bbox="1040 1440 1228 1485">167</td> <td data-bbox="1228 1440 1425 1485">90.27%</td> </tr> <tr> <td data-bbox="296 1485 663 1529">Total</td> <td data-bbox="663 1485 852 1529">38439</td> <td data-bbox="852 1485 1040 1529">37384</td> <td data-bbox="1040 1485 1228 1529">1055</td> <td data-bbox="1228 1485 1425 1529">2.74%</td> </tr> </tbody> </table>	Project/Programme	Current BC Costs (£1,000s)	Forecast Cost (£1,000s)	Variation to BC (£1,000s)	Percentage Variation	ESMCP/IVS	20782	20519	263	1.27%	New Mobilising System	16700	15961	739	4.43%	Rostering	957	904	53	5.54%	Appliance Withdrawal	0	0	0	0.00%	Service Delivery Review	185	18	167	90.27%	Total	38439	37384	1055	2.74%
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3.7.3	<p>*Enabling Infrastructure, Corporate Services Review and People, Payroll, Finance and Training are excluded due to no agreed Business Case*</p>																																			
3.8	<p>Time</p>																																			
3.8.1	<p>Completion time is green against the 10% target, this is calculated using the current approved BC duration which takes into account previously approved change requests and not against the original BC duration.</p>																																			
3.8.2	<p>Data used in the calculation of the time KPI for Period 11 is provided below:</p>																																			

Project/Programme	Original BC Duration (Months)	Current Approved BC / Duration (Months)	Forecast Duration	Variation to current approved BC	Variation
ESMCP/IVS	40	112	112	0	0.00%
New Mobilising System	36	36	36	0	0.00%
Rostering	48	48	48	0	0.00%
Appliance Withdrawal				0	0.00%
Total	124	196	196	0	0.00%

3.8.3 *People Payroll Finance & Training is excluded due to no agreed Business Case*

3.9 **Financial Benefits**

3.9.1 Further work has been undertaken to formally record the cashable benefits delivered by the Appliance Withdrawal project.

3.9.2 The benefits detailed below relate to the withdrawal of the 10 appliances so whilst this continues, it represents a saving of approximately £6.8m per year.

3.9.3 The cumulative benefit from when the project started would therefore be £3,975,000 for the 2023/2024 financial year and a further £6,814,000 for the fiscal year 2024/2025 to date.

3.9.4 No other project has delivered cashable benefits for years 23/24 and 24/25, which is in line with the approved business cases.

Project/Programme Benefits	23/24	24/25	Benefits Realised to Date (£1,000s)
ESMCP/IVS	0	0	0
New Mobilising System	0	0	0
Rostering	0	0	0
Appliance Withdrawal	3975	6814	10789
Total	3975	6814	10789

3.10 **Projects Currently Outside of Governance**

3.10.1 The report presented excludes the following projects that are currently incurring costs however are excluded from reporting due to no formal approved business case.

- Enabling Infrastructure
- Corporate Services Review
- People, Payroll, Finance and Training

3.11 **Next Steps**

3.11.1 The report presented is currently a work in progress and will be enhanced in subsequent months to include:

- A summary Portfolio view of financials.
- More projects incorporated into governance (several in-flight projects are currently at the intake phase and are expected to present outline business cases in the coming months)
- Other financial analysis once core information/charts are embedded into the process.
- The new project management tool Wrike

4	Recommendation
4.1	The Strategic Planning and Change Committee is asked to scrutinise the Portfolio Office report on the agreed KPIs.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Registers
5.1.1	Risk presented by projects and programmes without a financial baseline skewing KPIs will be reduced as such projects and programmes reach closure. All new intake projects and programmes adopted the approved business change lifecycle and its associated artefacts.
5.2	Financial
5.2.1	There are no direct key financial implications arising from this report.
5.3	Environmental & Sustainability
5.3.1	There are no direct key environmental & sustainability implications arising from this report.
5.4	Workforce
5.4.1	There are no direct key workforce implications arising from this report.
5.5	Health & Safety
5.5.1	There are no direct key health and safety implications arising from this report.
5.6	Health & Wellbeing
5.6.1	There are no direct health and wellbeing implications arising from this report.
5.7	Training
5.7.1	There are no direct key training implications arising from this report.
5.8	Timing
5.8.1	There are no direct key timing implications arising from this report.
5.9	Performance
5.9.1	Performance with respect to the KPIs presented in the report is monitored monthly.
5.10	Communications & Engagement
5.10.1	There are no direct key communication and engagement implications arising from this report.
5.11	Legal
5.11.1	There are no direct key legal implications arising from this report.
5.12	Information Governance
5.12.1	DPIA completed: No. Report is provided for scrutiny.
5.13	Equalities
5.13.1	EHRIA completed: No. Report is provided for scrutiny.
5.14	Service Delivery
5.14.1	There are no direct key Service Delivery implications arising from this report.
6	Core Brief
6.1	Not applicable

OFFICIAL

7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Sarah O'Donnell, Deputy Chief Officer (Corporate Services) Andy Watt, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate)	Substantial / Reasonable / Limited / Insufficient
7.3	Rationale:	The report is based upon the regular highlight reporting by each project and programme and the monitoring of progress across the portfolio. The financial information contained within this report utilises the Finance Portfolio Report for period 11.
Prepared by:	Portfolio Office	
Sponsored by:	Deputy Chief Officer (Corporate Services) Sarah O'Donnell Deputy Chief Officer Andy Watt	
Presented by:	Curtis Montgomery, Head of Portfolio Office	
Links to Strategy and Corporate Values		
Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Change Portfolio Investment Group (Ex Committee)</i>	<i>30 April 2025</i>	<i>For Scrutiny</i>
<i>Strategic Planning and Change Committee</i>	<i>01 May 2025</i>	<i>For Scrutiny</i>

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee



Report No: C/SPCC/09-25

Agenda Item: 11.1

Report to:	STRATEGIC PLANNING AND CHANGE COMMITTEE							
Meeting Date:	1 MAY 2025							
Report Title:	PORTFOLIO RISK SUMMARY REPORT							
Report Classification:	For Scrutiny	SFRS Board/Committee Meetings ONLY					For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>	
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>		
1	Purpose							
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPCC) with an overview of the draft Portfolio Risk Register and spotlight key risks within the portfolio and its constituent projects and programmes.							
2	Background							
2.1	The risk tracking process used by the Portfolio Office is designed to monitor risks that may impact on the successful delivery of projects and programmes across the Service as well as any potential impacts on business as usual.							
2.1.1	The risk information within this report has been collated utilising the Risk Registers maintained by each project and programme within Scottish Fire and Rescue Service (SFRS) risk management tool, WRIKE. The Risk Registers utilise the corporate Risk Management template and include alignment to strategic outcomes and consideration of risk appetite.							
3	Main Report/Detail							
3.1	Each project and programme within the Strategic Change Portfolio maintains a Risk Register which is regularly reviewed and updated. At each project and programme Board a risk dashboard is presented summarising the key risk themes and providing a pictorial representation of the risk profile.							
3.1.1	Key risks with a rating of 15 and above are also incorporated within the monthly Highlight Report and utilised for the purpose of portfolio-level reporting.							
3.1.2	A portfolio level risk register is under development which will record strategic risks to the portfolio as a whole and reflect any common themes across the constituent change initiatives. Examples of common risks include: <ul style="list-style-type: none"> • Funding and resourcing of change across SFRS; • Successful benefits realisation; and • Effective stakeholder engagement and change management 							
3.1.3	Key risks will be spotlighted at the Change Portfolio Progress Group. Appended to this report are five risk spotlights – three of which are project/programme specific and two that are portfolio-level.							

3.2	<p>New Mobilising System – 999 SIP Lines</p> <p>This is a significant red risk to the implementation of the Integrated Command and Control Solution (ICCS) by December 2025. 999 SIP lines must be installed and operational by 14 May for testing. The project team are working with the relevant suppliers to try and ensure this timeline is met. At the time of reporting this risk remained at red.</p>
3.3	<p>People, Payroll, Finance and Training (PPFT) – Affordability</p> <p>The discovery phase of this project was completed at end of March and SFRS are awaiting the Discovery Report and an outline of the anticipated costs of joining the Scottish Government’s Shared Services Programme. There is a red risk that SFRS will not be able to fund this option for a PPFT solution and would instead need to run its own procurement. It is expected that there will be greater clarity on how best to mitigate this risk once the Discovery Report has been reviewed.</p>
3.4	<p>Service Delivery Review Programme (SDR) – Benefits Realisation</p> <p>There is a red risk that SFRS does not deliver initiatives that will realise expected benefits i.e. cashable and non-cashable savings, due to targets not yet being fully defined amid dynamic programme constraints, resulting in ongoing or worsened budgetary pressures.</p>
3.5	<p>Optimism Bias – Planning</p> <p>Across the portfolio there is an amber risk that project deliverables will be delayed because of overly optimistic planning resulting in insufficient time and resources being allocated to complete the required activities. To mitigate this risk, each project and programme are required to develop detailed plans for delivery which must then be baselined and approved by their governance Board. Further mitigation will be offered by the Stage Gate process which incorporates assurance by the Design and Assurance Forum.</p>
3.6	<p>Change Management – Volume of Organisational Change Scheduled for Winter 2025</p> <p>There is a significant amount of change scheduled across SFRS for the end of 2025. This includes implementation of the new Integrated Control and Command System (ICCS), implementation of the new Rostering system, ongoing work for the Emergency Services Mobile Communications Programme (ESMCP) and the outcome of the public consultation that is happening as part of the Service Delivery Review Programme. In tandem, work will be continuing on the other change initiatives within the Strategic Change Portfolio. There is a risk of change fatigue across SFRS’ workforce because of the volume of change which could lead to limited engagement with the planned changes and lower quality of project outcomes.</p>
3.6.1	<p>The Business Change and Implementation Manager is actively engaging with each project around implementation plans and business readiness prior to go-live, and each initiative has communications and engagement activities in place.</p>
4	Recommendation
4.1	<p>The Strategic Planning and Change Committee is asked to:</p> <ul style="list-style-type: none"> • Scrutinise the contents of the current report. • Consider the risk mitigation actions within the report and provide feedback as necessary.
5	Key Strategic Implications
5.1 5.1.1	<p>Risk Appetite and Alignment to Risk Registers</p> <p>The report is aligned to the Service’s Compliance risk appetite in relation to our internal governance, including systems of control, where the Service has a Cautious appetite.</p>
5.2 5.2.1	<p>Financial</p> <p>There are no direct financial implications associated with this report.</p>

5.3 5.3.1	Environmental & Sustainability There are no direct environmental and sustainability implications arising from this report.
5.4 5.4.1	Workforce There are no direct workforce implications arising from this report.
5.5 5.5.1	Health & Safety There are no direct Health and Safety implications associated with this report.
5.6 5.6.1	Health & Wellbeing There are no direct Health and Wellbeing implications associated with this report.
5.7 5.7.1	Training There are no direct Training implications associated with this report.
5.8 5.8.1	Timing There are no direct Timing implications associated with this report.
5.9 5.9.1	Performance There are no direct Performance implications associated with this report.
5.10 5.10.1	Communications & Engagement There are no direct Communications and Engagement implications associated with this report.
5.11 5.11.1	Legal There are no direct Legal implications associated with this report.
5.12 5.12.1	Information Governance A Data Protection Impact Assessment is not required as there is no personal/sensitive information within this report.
5.13 5.13.1	Equalities An Equalities Impact Assessment is not required as there is no personal/sensitive information within this report.
5.14 5.14.1	Service Delivery There are no direct key Service Delivery implications arising from this cover paper.
6	Core Brief
6.1	Not applicable
7	Assurance (SFRS Board/Committee Meetings ONLY)
7.1	Director: Sarah O'Donnell, Deputy Chief Officer (Corporate Services) Andy Watt, Deputy Chief Officer
7.2	Level of Assurance: (Mark as appropriate) Substantial/Reasonable/Limited/Insufficient
7.3	Rationale: The report is based upon risk information identified by each project and programme and the overarching risk themes across the portfolio. There is room for further improvement in the identification of the right risks, controls and the completion of mitigating actions within identified timescales across the wider portfolio which will be supported by the finalisation of the Portfolio Risk Register.

8	Appendices/Further Reading	
8.1	Appendix A – Risk Spotlight: New Mobilising System (NMS) – 999 Lines	
8.2	Appendix B – Risk Spotlight: People, Payroll, Finance and Training – Affordability	
8.3	Appendix C – Risk Spotlight: Service Delivery Review Programme – Benefits Realisation	
8.4	Appendix D – Risk Spotlight: Optimism Bias – Planning	
8.5	Appendix E – Risk Spotlight: Change Management – Change Volume End of 2025	
Prepared by:		Portfolio Office
Sponsored by:		Sarah O'Donnell, Deputy Chief Officer (Corporate Services) Andy Watt, Deputy Chief Officer
Presented by:		Heather Martin, Change Centre of Excellence Manager
Links to Strategy and Corporate Values		
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.		
Governance Route for Report		Meeting Date
<i>Change Portfolio Progress Group</i>		<i>8 April 2025</i>
<i>Strategic Planning and Change Committee</i>		<i>1 May 2025</i>
		Report Classification/ Comments
		<i>For scrutiny.</i>
		<i>For scrutiny.</i>



Change Portfolio Progress Group (CPPG) – 8th April 2025

Risk: New Mobilising System – 999 Lines (NMS062)

Submitted by:

Background: What would cause the risk to materialise / what is the effect likely to be?
There is a risk of a delay to the implementation of the Integrated Command and Control System (ICCS) by the deadline of December 2025 if 999 SIP lines are not fully installed and operational for SAT testing by 14 May.
What risk appetite category and sub-category does the risk align to? (does it fall below, within or above the relevant risk appetite rating)?
Minimalist - in relation to risk of failing to provide a safe and effective emergency response, SFRS has a Minimalist appetite.
Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).
<ul style="list-style-type: none"> • SFRS to place order with BT. Contract signed by BT on 11 Feb and order placed. • SFRS to maintain regular engagement with BT to ensure priority status. Mtg held with BT 05 Mar, priority status understood. Dates still to be provided for site visits. • Completion of Site Visits to 3 OCs will confirm timelines. Dates still to be provided for site visits.
External or other factors which might impact on the current risk assessment. (has internal or external audit provided a related report or has HMFSI undertaken a review in this area).
Motorola/Telent/Comms Care are currently addressing an information request for design data from BT around SIP Telephony changes. Comms Care have recently onboarded with network provision remit and are currently in design. A settled design will be required before full response to BT can be provided.
Summary of Mitigating Actions Undertaken by Directorates



Change Portfolio Progress Group (CPPG) – 8th April 2025

Risk: People, Payroll, Finance and Training (PPFT012)

Submitted by:

Background: What would cause the risk to materialise / what is the effect likely to be?
There is a risk that SFRS are unable to fund the costs of collaborating with the Scottish Government Shared Services Programme resulting in SFRS having to go through its own procurement.
What risk appetite category and sub-category does the risk align to? (does it fall below, within or above the relevant risk appetite rating)?
Minimalist - In relation to breaching budgetary limits SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets. In exceptional circumstances, where additional spend may be required that would exceed budget provision, approval of additional funds may be sought from the Scottish Government.
Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).
<ul style="list-style-type: none"> • Ensure clear outcome of Discovery Phase is unambiguous position on costs (both implementation and ongoing) • Progress with senior stakeholders at SFRS and Scottish Government potential Public Sector Reform funding bid • Ensure that estimated investment requirements are included in the budget planning processes
External or other factors which might impact on the current risk assessment. (has internal or external audit provided a related report or has HMFSI undertaken a review in this area).
Summary of Mitigating Actions Undertaken by Directorates



Change Portfolio Progress Group (CPPG) – 8th April 2025

Risk: Service Delivery Review – Benefits Realisation (SDR011)

Submitted by:

Background: What would cause the risk to materialise / what is the effect likely to be?
There is a red risk that SFRS does not deliver initiatives that will realise expected benefits i.e. cashable and non-cashable savings, due to targets not yet being fully defined amid dynamic programme constraints, resulting in ongoing or worsened budgetary pressures.
What risk appetite category and sub-category does the risk align to? (does it fall below, within or above the relevant risk appetite rating)?
Open - in relation to transformation and spend to save initiatives, SFRS has an Open appetite, looking to improve longer term financial sustainability, supported by robust business cases.
Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).
<ul style="list-style-type: none">• Significant financial benefits have been realised from the temporary withdrawals and these are in scope of future options and financial planning scenarios.• An evaluation paper on the withdrawals is being drafted.• The Programme Team has categorised and consolidated all previously identified benefits to a meaningful and manageable number.
External or other factors which might impact on the current risk assessment. (has internal or external audit provided a related report or has HMFSI undertaken a review in this area).
The risk is unlikely to reduce until the outcome of the Balanced Room is known
Summary of Mitigating Actions Undertaken by Directorates



Change Portfolio Progress Group (CPPG) – 8th April 2025

Risk: Optimism Bias - Planning

Submitted by:

Background: What would cause the risk to materialise / what is the effect likely to be?
<p>There is a risk project deliverables will be delayed because of overly optimistic planning across the portfolio resulting in insufficient time and resources being allocated to complete the required activities.</p> <p>This risk may materialise if the next phase of each project and/or programme is not planned to sufficient depth of detail and reviewed and approved by the relevant governance Board.</p>
What risk appetite category and sub-category does the risk align to? (does it fall below, within or above the relevant risk appetite rating)?
<p>Minimalist - in relation to risk of failing to provide a safe and effective emergency response, SFRS has a Minimalist appetite.</p>
Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).
<ul style="list-style-type: none"> • Detailed, baselined delivery plans approved by the relevant governance Board are a requirement for a project to move from planning into delivery – these are in place for the New Mobilising System and Service Delivery Review Public Consultation. • Detailed plans for the next phases of People, Payroll, Finance and Training; Corporate Services Review and Rostering are in development • Planning guidance session provided to Programme and Project Managers to support development of SFRS’ planning capability • Approach to resource planning and management to be developed
External or other factors which might impact on the current risk assessment. (has internal or external audit provided a related report or has HMFSI undertaken a review in this area).
Summary of Mitigating Actions Undertaken by Directorates



Change Portfolio Progress Group (CPPG) – 8th April 2025

Risk: Change Management – Volume of Organisational Change Scheduled for Winter 2025

Submitted by:

Background: What would cause the risk to materialise / what is the effect likely to be?
<p>There is a significant amount of change scheduled across SFRS for the end of 2025. This includes implementation of the new Integrated Control and Command System (ICCS), implementation of the new Rostering system, ongoing work for the Emergency Services Mobile Communications Programme (ESMCP) and the outcome of the public consultation that is happening as part of the Service Delivery Review Programme. In tandem, work will be continuing on the other change initiatives within the Strategic Change Portfolio.</p> <p>There is a risk of change fatigue across SFRS’ workforce because of the volume of change which could lead to limited engagement with the planned changes and lower quality of project outcomes.</p>
What risk appetite category and sub-category does the risk align to? (does it fall below, within or above the relevant risk appetite rating)?
<p>Open - in relation to fostering progressive, positive and respectful employee relationships, valuing open communication and diverse perspectives, in line with our Working Together Framework, SFRS has an Open appetite, ensuring significant cultural and operational benefits.</p>
Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).
<ul style="list-style-type: none"> • Portfolio plan developed and change heatmap under review • Extensive communications and engagement activities in place for Service Delivery Review, NMS and Rostering • Extensive training plans in place for the rollout of the ICCS which will enhance the quality of project outcomes • Business Change and Implementation Manager in post start of 2025 and actively engaging with each project around implementation plans and business readiness prior to go-live.
External or other factors which might impact on the current risk assessment. (has internal or external audit provided a related report or has HMFSI undertaken a review in this area).
<p> </p>
Summary of Mitigating Actions Undertaken by Directorates
<p> </p>

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee



Report No: C/SPCC/10-25

Agenda Item: 12.1

Report to:		STRATEGIC PLANNING AND CHANGE COMMITTEE							
Meeting Date:		24 APRIL 2025							
Report Title:		HMFSI INSPECTION ACTION PLANS AND CLOSING REPORTS UPDATE: SFRS COMMAND AND CONTROL MOBILISING SYSTEM							
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings ONLY						
			For Reports to be held in Private						
		Specify rationale below referring to							
		<u>Board Standing Order 9</u>							
	A	B	C	D	E	F	G		
1	Purpose								
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPCC) with an update on relevant audit and inspection action plans.								
1.2	At this meeting, the Committee are asked to scrutinise the closing report relating to, and agreed the formal closure of, His Majesty's Fire Service Inspectorate (HMFSI) report on: <ul style="list-style-type: none"> The Scottish Fire and Rescue Service (SFRS) Command and Control Mobilising System. 								
2	Background								
2.1	HMFSI inspects and reports on the SFRS with the purpose of assuring the public and Scottish Ministers that we are working in an efficient and effective way, and to promote improvement in the Service.								
2.2	Each year, HMFSI sets out its intended programme of thematic and local area inspections. Additional reviews may also be carried out at any time at the request of Scottish Ministers.								
2.3	Following the publication of reports, an action plan is prepared to address the issues or recommendations that are highlighted within the report.								
2.4	In line with the thematic process agreed in May 2020, once approved, action plans will be presented to the Corporate Board on a quarterly basis, followed by a nominated Committee of the Board to scrutinise progress.								
2.5	At their meeting on 5 October 2023, the Integrated Governance Forum agreed that the action plan regarding the SFRS Command and Control Mobilising System HMFSI report should be scrutinised by the SPCC.								
3	Main Report/Detail								
3.1	The Command and Control Mobilising System The SFRS Command and Control Mobilising System report was published by HMFSI in March 2023. The action plan contains a total of six actions and is attached as Appendix A .								
3.2	Closing Reports Update During previous reporting period (February 2025), the HMFSI Audit Action Plan for the SFRS Command and Control Mobilising System was agreed and signed off as complete								

3.3	by members of corporate Board (CB). To complete the administrative process, SPCC members are now provided with the closing statement from the following Action Plan: <ul style="list-style-type: none"> HMFSI: SFRS Command and Control System Appendix B.
3.4	The CC is asked to note the content of the closing statements and agree the formal closure of the Action Plan.
3.5	Closing statements are reflective of the period when the action is completed. As such, processes and positions may have further evolved since that time.
4	Recommendation
4.1	The SPCC is invited to: <ul style="list-style-type: none"> Note the completion of all actions contained within the HMFSI Action Plan for the SFRS Command and Control Mobilising System, attached as Appendix A. Scrutinise the closing statement for the HMFSI Action Plan for the SFRS Command and Control Mobilising System Action Plan, attached as Appendix B. Agree the formal closure of the HMFSI Action Plan for the SFRS Command and Control Mobilising System.
5	Key Strategic Implications
5.1	Risk Appetite and Alignment to Risk Registers
5.1.1	There are no risks associated with the recommendations of this report.
5.2	Financial
5.2.1	There are no financial implications associated with the recommendations of this report.
5.3	Environmental & Sustainability
5.3.1	There are no environmental implications associated with the recommendations of this report.
5.4	Workforce
5.4.1	There are no workforce implications associated with the recommendations of this report.
5.5	Health & Safety
5.5.1	There are no health and safety implications associated with the recommendations of this report.
5.6	Health & Wellbeing
5.6.1	There are no health and wellbeing implications associated with the recommendations of this report.
5.7	Training
5.7.1	There are no training implications associated with the recommendations of this report.
5.8	Timing
5.8.1	Each HMFSI Action Plan will be reported to the SMB on a quarterly cycle until completion.
5.9	Performance
5.9.1	This process supports robust challenge and scrutiny of our performance against HMSFI recommended improvements.
5.10	Communications & Engagement
5.10.1	There is no implication associated with the recommendations of this report.

5.11 5.11.1	Legal The arrangements for independent inquiries into the state and efficiency of the SFRS are a statutory requirement as laid out in Section 43 of the Fire Scotland Act 2005.	
5.12 5.12.1	Information Governance A Data Protection Impact Assessment (DPIA) is not required for this report as there is no sensitive information to consider.	
5.13 5.13.1	Equalities An Equality and Human Rights Impact Assessment (EHRIA) is not required for this this report. These will be captured by Directorate and LSO EHRIAs.	
5.14 5.14.1	Service Delivery There are no service delivery implications associated with the recommendations of this report.	
6	Core Brief	
6.1	Not applicable	
7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	Director:	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	Level of Assurance: (Mark as appropriate)	Substantial/Reasonable/Limited/Insufficient
7.3	Rationale:	Following receipt of Audit Reports, Action Plans are developed in conjunction with Directorates and approved via the Strategic Leadership Team and the nominated Executive Committee of the Board. Quarterly reporting is made to the Corporate Board and nominated Executive Board until full completion of the Action Plan.
8	Appendices/Further Reading	
8.1	Appendix A: HMFSI Action Plan: SFRS Command and Control Mobilising System	
8.2	Appendix B: HMFSI Action Plan – Closing Statement: The SFRS Command and Control Mobilising System	
Prepared by:	Clare Adams, Programme Director - New Mobilising System Project / Kirsty Jamieson, Planning and Performance Officer	
Sponsored by:	ACO Jonathon Henderson, Director of Prevention, Protection and Preparedness / Senior Responsible Officer for New Mobilising System Project	
Presented by:	ACO Jonathon Henderson, Director of Prevention, Protection and Preparedness / Senior Responsible Officer for New Mobilising System Project	
Links to Strategy and Corporate Values		
Our audit and inspection process contributes to Strategic Outcome 5 of the Strategic Plan 2022-25: We are a progressive organisation, use our resources responsible and provide best value for money to the public.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Corporate Board</i>	<i>17 February 2025</i>	<i>For Recommendation</i>
<i>Strategic Planning and Change Committee</i>	<i>01 May 2025</i>	<i>For Scrutiny</i>

Scottish Fire and Rescue Service Command and Control Mobilising System - Action Plan Progress

Updated	Next Update	Committee (CC)
Feb-25	N/A	Feb-25/Mar-25

HMFSI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence
To accommodate network and telephony technological changes, replacement Command and Control Mobilising Systems (CCMS) system(s) should be in place by summer 2025. This is to allow a period of settling prior to the ISDN and ESN network changes towards the end of 2025.	1	Engage with potential suppliers to establish whether a target date of December 2025 for the implementation of a new CCMS in all three Operations Control rooms, is achievable and project plan accordingly.	Project Lead	Jun-23	N/A	Complete	15 November 23: SFRS invited all suppliers on Crown Commercial Services (CCS) Framework RM6259 to its Supplier Information Day on 5 June 23. Suppliers were given a high level overview of SFRS's requirements and timelines and were asked a number of questions including feasibility to implement by December 2025, which they were requested to respond to by 16 June 23. SFRS received four supplier responses and confirmation that December 2025 implementation was achievable and that the best method was to Go Live with one Operations Control at a time but integrate as we go, meaning that any issues would be identified and resolved before moving on to and integrating the next. Thus achieving implementation and settling ahead of the December 25 deadline. This view was supported and endorsed by SFRS Technical Advisors Actica.	100%	Jun-23	Complete	
Having terminated the Systel contract, the SFRS is undertaking procurement afresh of a new CCMS system. The first stage of this is the appointment of a Client Advisor and this element is anticipated to be in place by February 2023.	2	Appointment of Technical Advisor.	Project Lead	Feb-23	N/A	Complete	15 November 23: SFRS carried out a Quick Quote procurement process and appointed Independent Industry Expert Technical Advisors (Actica) on 8 February 2023.	100%	Feb-23	Complete	1) Actica letter of award of contract dated 08/02/2023
The system procurement process itself is expected to take around nine months. The Service considered different procurement route options and has opted for what it believes to be the most appropriate in light of the prevailing issues of desired timescale and risk of challenge. There is also the potential to use supplier pre-qualification within an existing Emergency Services command and control systems framework, to accelerate the procurement process.	3	Undertake a procurement process to secure a new Command and Control Mobilising System.	Project Lead	Apr-24	Jul-24	Complete	24 June 2024: At the suppliers' request the clarification question deadline was extended which pushed out the New Mobilising System Invitation to Tender (ITT) closure date to 28/03/24. At closure, no bids were received. SFRS requested feedback from all suppliers who had registered an interest and has analysed their responses to adapt its approach. A revised procurement route (not available at the time of the initial invitation to tender) is being expedited. Based upon supplier feedback, implementation by the December 2025 deadline remains achievable for some suppliers. The previous contract notice has been closed, suppliers updated, and a new notice published. Contract of award is expected in July 2024 following a short procurement and evaluation period. A contingency option is being developed concurrently. This action has moved from green to amber due to the slip in timescales, however, work is progressing to complete by the July 2024 due date. 28 October 2024: Following a non-compliant bid submission for its procurement, SFRS has used Regulation 33(1)(c) of the Public Contracts (Scotland) Regulations 2015 as an award route. A Voluntary Ex-Ante Transparency Notice (VEAT) was issued on 06 September 2024 with no legal challenge from the market at its close on 16 September 2024. SFRS sent its supplier award letter on 17 September 2024 with receipt confirmed by the supplier on 18 September 2024. This action has moved from amber to blue and is now complete.	100%	Oct-24	Complete	1) SFRS Board paper 'Overview of the options for a replacement Command and Control Mobilising System' 2) CCS RM6259 Procurement documentation 3) SFRS Board paper 'NMS procurement procedure' 4) Full Business Case 5) Letter of Award 6) Signed Contract
The Service may source and implement 'off the shelf' replacement systems to improve stability and meet deadlines in the short term. This seems an obvious strategy given that the original desire to create a bespoke system may in part have had an influence on the supplier's ability to deliver. Systems may be introduced as stand-alone without interoperability between OCs. This may be viewed by some to discount one of the original drivers of improved resilience and efficiency by enabling interoperability between OCs. The long term solution may still be the provision of a single CCMS spanning across the three OCs achieved by the procurement and implementation of three separate CCMS systems to be provided by the same supplier and set up with the same configuration which may allow future interoperability.	4	Ensure that Project Objectives within the Project Brief reflect the need for a 'Commercial off the shelf' solution and one which has the ability to be integrated across more than one site.	Project Lead	Mar-23	N/A	Complete	15 November 23: SFRS New Mobilising System (NMS) Project Brief captures the requirement to procure a Commercial off the shelf (CoTS) solution within its objectives. The Project Brief has been reviewed and approved by the NMS Project Board before subsequently progressing for approval through the required governance routes subsequently being signed off in February 2023.	100%	Feb-23	Complete	1) SFRS Supplier Information Day PowerPoint presentation, 2) Supplier responses to Supplier Information Day questions, 3) NMS Project Brief
There are thought to be a number of blue light services in the UK commencing procurement for CCMS at a similar time to the SFRS, and there may therefore be challenges in terms of supplier capacity to deliver.	5	Engage with National Fire Chiefs Council Procurement Hub to establish the number of other FRSs commencing procurement in 2023/24.	Project Lead	Jun-23	N/A	Complete	15 November 23: SFRS engaged with the National Fire Chiefs Council procurement hub initially at the Sector and Supplier event in December 2022, and then subsequently via a number of Teams meetings. This was further supplemented by SFRS engaging with other UK fire and rescue services in May 2023 who were out to procurement to gain insight and feedback, and through discussion and market insight from SFRS's appointed independent Technical Advisors (Actica). A SFRS Supplier Information Day was held in June 2023, and the responses following have all contributed to indicate that there is the desire to bid for SFRS's tender and the capacity to fulfil it.	100%	Jun-23	Complete	1) NFCC Procurement hub Teams meeting invites, 2) UK FRS's Teams meeting invites, 3) Supplier responses to Supplier Information Day questions
There has been significant turnover of personnel over the period of the Systel project. As an example, there have been five different Senior Responsible Officers and seven project managers. We think it important that the Service puts in place suitable project team members to drive the project forward and maintain focus.	6	Recruitment of a Project team consisting of professional Project Management roles along with Uniformed Subject Matter Experts.	SRO	Apr-23	N/A	Complete	15 November 23: The New Mobilising System (NMS) project was moved to Service Development on 09 January 2023 with ACO David Lockhart appointed as Senior Responsible Officer from that date. AC Derek Wilson, previously appointed Project Manager with Command and Control Futures Project moved across to become Project Lead for NMS from that date. Falling within Service Development the NMS Project sits within the Portfolio Office and benefits from the qualified and professional project management structure, guidance and support therein. The Senior Project Manager is a qualified and experienced project manager and was onboarded 16 April 2023. Uniformed Operations Control Subject Matter Experts include Group Commander Jill Barber, Station Commander Caroline Rennie, Watch Commander Elaine Baird and Crew Commander Sandra Crampsey.	100%	Apr-23	Complete	1) NMS Project location within Service Development, Portfolio Office, 2) NMS Project structure

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
COMMAND AND CONTROL MOBILISING SYSTEM**

APPENDIX B

Recommendation 1	To accommodate network and telephony technological changes, replacement Command and Control Mobilising Systems (CCMS) system(s) should be in place by summer 2025. This is to allow a period of settling prior to the ISDN and ESN network changes towards the end of 2025.
Action 1	Engage with potential suppliers to establish whether a target date of December 2025 for the implementation of a new CCMS in all three Operations Control rooms, is achievable and project plan accordingly.
Opening position statement at Month and Year	Given the target implementation date of December 2025 for a New Mobilising System (NMS), the Project Team require to engage with the market and potential suppliers to determine if this can be achieved using a Commercial off the Shelf solution.
Closing position statement at June 2023	SFRS engaged with the market and invited all suppliers on Crown Commercial Services (CCS) Framework RM6259 to its supplier information day on 05 th June 2023. Suppliers were given a high level overview of SFRS's requirements and timelines and were asked a number of questions including feasibility to implement by December 2025, which they were requested to respond to by 16 June 2023. SFRS received 4 supplier responses and confirmation that the Dec 2025 implementation was achievable with the best method being to Go Live with one Operations Control (OC) at a time and integrate as we go meaning that any issues would be identified and resolved before moving on to and integrating the next, thus achieving implementation and settling ahead of the Dec 25 deadline. A supplier has been procured to deliver a Commercial off the Shelf solution, the contract has been fully signed and implementation commenced October 2024 with the key Integrated Communications Control System (ICCS) element on target to be fully implemented and live at all 3 OC's ahead of the key end of December 2025 deadline for Integrated Services Digital Network [network services over digital circuits] (ISDN) and Public Switched Telephone Network [traditional phone lines] (PSTN) telephony changes.
Recommendation 2	Having terminated the Systel contract, the SFRS is undertaking procurement afresh of a new CCMS system. The first stage of this is the appointment of a Client Advisor and this element is anticipated to be in place by February 2023.
Action 2	Appointment of Technical Advisor.
Opening position statement at Month and Year	To support the procurement of a New Mobilising System (NMS) the Project Team require to undertake a Quick Quote procurement process to appoint an independent industry expert technical advisor.
Closing position statement at February 2023	SFRS carried out a Quick Quote procurement process and appointed independent industry expert technical advisors Actica on 08 th February 2023. The Technical Advisors role has subsequently been extended and secured through an additional contract to cover the full delivery and implementation process of the NMS Project.
Recommendation 3	The system procurement process itself is expected to take around nine months. The Service considered different procurement route options and has opted for what it believes to be the most appropriate in light of the prevailing issues of desired timescale and risk of challenge. There is also the potential to use supplier pre-qualification within an existing Emergency Services command and control systems framework, to accelerate the procurement process.
Action 3	Utilise Crown Commercial Services Vertical Applications Solutions Framework (RM6259) as the route to procure a CCMS.

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
COMMAND AND CONTROL MOBILISING SYSTEM**

Opening position statement at	To minimise the timescales and risk associated with the procurement of a New Mobilising System (NMS) the Project Team must progress mini competition from a suitable Crown Commercial Services (CCS) Framework.
Closing position statement at October 2024	Following a series of procurement challenges including framework RM6259 being deemed unsuitable SFRS has since extensively engaged the market and has secured Motorola (a major global supplier) to deliver and implement a Commercial off the Shelf replacement Command and Control Mobilising System (CCMS) across the 3 Operations Controls. The contract was fully signed in October 2024 and delivery has commenced with the Integrated Communications Control System (ICCS) to be live ahead of the key December 2025 ISDN/PSTN telephony changes deadline, and concurrent activity to deliver the Computer Aided Dispatch (CAD) element by end October 2026. Following this the Optimisation phase will enable the maximum benefit to be extracted from the product as it progresses through its contract lifecycle of 7 years + 1 + 1 + 1.
Recommendation 4	The Service may source and implement 'off the shelf' replacement systems to improve stability and meet deadlines in the short term. This seems an obvious strategy given that the original desire to create a bespoke system may in part have had an influence on the supplier's ability to deliver. Systems may be introduced as stand-alone without interoperability between OCs. This may be viewed by some to discount one of the original drivers of improved resilience and efficiency by enabling interoperability between OCs. The long-term solution may still be the provision of a single CCMS spanning across the three OCs achieved by the procurement and implementation of three separate CCMS systems to be provided by the same supplier and set up with the same configuration which may allow future interoperability.
Action 4	Ensure that Project Objectives within the Project Brief reflect the need for a 'Commercial off the shelf' solution and one which has the ability to be integrated across more than one site.
Opening position statement at Month and Year	In procuring a New Mobilising System (NMS) the Project Team require to engage with the market and suppliers to determine the most successful route to implementing a replacement CCMS, in the most efficient timeframe, utilising a Commercial off the Shelf system.
Closing position statement at February 2023	SFRS New Mobilising System (NMS) Project Brief captures the requirement to procure a Commercial off the Shelf solution within its objectives. The Project Brief was reviewed and approved by the NMS Project Board before subsequently progressing for approval through the required governance routes and being signed off in February 2023. SFRS has since fully signed a contract with Motorola for a Commercial off the Shelf Command and Control Mobilising System (CCMS) delivery and implementation across all 3 Operations Controls (OC's). Phased implementation will see OC's go live one at a time at which point the solution will be fully integrated and interoperable providing each OC with sight of cross SDA resources and the ability to mobilise cross SDA without the need for time consuming manual workarounds, thus making such mobilisations more efficient and reducing manual burden.
Recommendation 5	There are thought to be a number of blue light services in the UK commencing procurement for CCMS at a similar time to the SFRS, and there may therefore be challenges in terms of supplier capacity to deliver.

**HMFSI AUDIT AND INSPECTION POSITION STATEMENT
COMMAND AND CONTROL MOBILISING SYSTEM**

Action 5	Engage with National Fire Chiefs Council Procurement Hub to establish the number of other FRSs commencing procurement in 2023/24.
Opening position statement at Month and Year	To ensure the best chance of successful procuring and implementing a New Mobilising System the Project Team require to engage with other Fire and Rescue Services, including the National Fire Chiefs Council Procurement hub, to determine market capacity for this to be achieved.
Closing position statement at June 2023	SFRS engaged with the National Fire Chiefs Council (NFCC) procurement hub initially at the sector and supplier event held in December 2022, and then subsequently via a number of individual meetings. This was further supplemented by engagement with other UK Fire and Rescue Services (FRS's) who were out to procurement to gain insight and feedback, and through discussion and market insight SFRS appointed an independent technical advisor (Actica). An SFRS supplier information day was held in June 2023, followed by subsequent market wide and individual supplier engagement events concluding in SFRS procuring and fully signing the contract for a replacement CCMS with Motorola in October 2024, with implementation and delivery commencing at that point. Strong relationships have been maintained with UK FRS's who have or are implemented the same CCMS solution as SFRS so that learning and experience can be shared assisting SFRS to build a strong working relationship with its delivery partner and to maintain its relationship with FRS's using the same product.
Recommendation 6	There has seen significant turnover of personnel over the period of the Systel project. As an example, there have been five different Senior Responsible Officers and seven project managers. We think it important that the Service puts in place suitable project team members to drive the project forward and maintain focus.
Action 6	Recruitment of a Project team consisting of professional Project Management roles along with Uniformed Subject Matter Experts.
Opening position statement at Month and Year	Long term resourcing of the New Mobilising System (NMS) Project Team must be considered to enable professional project management, long term stability, and momentum.
Closing position statement at April 2023	A long term NMS Project Team has been implemented consisting of a Senior Responsible Officer (SRO), Uniformed Project Lead, qualified and experienced non uniform team consisting of Senior Project Manager, Senior Business Analyst, Project Manager, Assistant Project Manager, a Data Analyst, and Uniformed Operations Control Subject Matter Experts (SME) for the Data, Configuration and Testing Team consisting of a Group Commander Lead and two Watch Commander SME's (extending to 3 WC's in 2025). The non uniform Project Managers and BA are all qualified and experienced in Project management and delivery, accompanied by the wider team of uniformed SME's. Wider support through SFRS Portfolio Office provides access to a range of qualified and experienced project staff. Wider SFRS SME stakeholders are fully engaged in the project and most recently a Programme Director has been appointed who will take up post in January 2025 contributing to a robust, well resourced, qualified and experienced Project Team supported by stakeholders across the organisation in the delivery of an SFRS strategic priority project.

