



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

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

**TUESDAY 29 JULY 2025 @ 1300 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: 1 MAY 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 PLANNING/STRATEGY**

**7.1 SFRS Business Planning and Committee Scheduling Update (attached)**

*M McAteer*

*The Committee is asked to scrutinise the report.*

**8 CHANGE**

**8.1 Portfolio Summary Report (attached)**

*H Martin*

**8.2 SFRS Change Management Capacity: Development to Support Delivery of Change Activity (attached)**

*C Montgomery*

*The Committee is asked to scrutinise these reports.*

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

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### 9 PERFORMANCE

- 9.1 Portfolio Finance and Performance Report (*attached*) C Montgomery  
9.2 Committee Quarterly Performance 2024-25 Q4 (*attached*) C Montgomery

*The Committee is asked to scrutinise these reports.*

### 10 RISK

- 10.1 Portfolio Risk Summary Report (*attached*) H Martin

*The Committee is asked to scrutinise this report.*

### 11 GENERAL REPORTS

- 11.1 SFRS Change Management Audit (*attached*) C Montgomery  
11.2 Rostering Project Progress Update (*attached*) C Montgomery

*The Committee is asked to scrutinise the reports.*

### 12 COMMITTEE ROLLING FORWARD PLANNING

S Ballingall

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

### 13 REVIEW OF ACTIONS

Board Support

### 14 DATE OF NEXT MEETING

- 14.1 A Special Private Committee meeting is scheduled to be held on Thursday 18 September 2025.  
14.2 The next full public Committee meeting is scheduled to be held on Thursday 6 November 2025.

#### For Information Reports:

- SFRS Strategy 2025-28 Update (*attached*)

### PRIVATE SESSION

### 15 PRIVATE ACTION LOG

Board Support

*The Committee is asked to note there are no outstanding Actions.*

### 16 NEW MOBILISING SYSTEM – DELIVERY GATE REPORT (*attached*)

C Adams

*The Committee is asked to note this report.*

### 17 PERFORMANCE MANAGEMENT FRAMEWORK 2025-28 PROGRESS UPDATE (*attached*)

M McAteer

*The Committee is asked to scrutinise this report.*

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



**SCOTTISH**  
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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 / CONFERENCE FACILITIES**

**PRESENT:**

Angiolina Foster, Deputy Chair (AF)  
Therese O'Donnell (TOD)  
Tim Wright (TW)

Stuart Ballingall, Chair (SJB)  
Paul Stollard (PS)

**IN ATTENDANCE:**

Andy Watt (AW)	Deputy Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Deborah Stanfield (DS)	Director of Finance and Contractual Services
Curtis Montgomery (CM)	Head of Portfolio Office
Lynne McGeough (LMcG)	Head of Finance and Procurement
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Heather Martin (HM)	Centre of Excellence Manager
Louise Patrick (LP)	Strategic Planning and Partnership Co-ordinator (Item 8 only)
Paul McGovern (PMcG)	Programme Manager (Item 13 only)
Kirsty Darwent (KD)	Chair of the Board
Heather Greig (HG)	Board Support Executive Officer
Debbie Hadow (DJH)	Board Support/Minutes

**OBSERVERS**

N/A

**1 WELCOME**

- 1.1 The Deputy Chair opened the meeting and welcomed those in attendance and those participating via MS Teams.
- 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**

There were no apologies received.

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

- 3.1 With the exception of the draft minutes from the previous private meeting and private action log, there were no other items identified.

**4 DECLARATION OF INTERESTS**

- 4.1 There were no declarations of interest noted.

**5 MINUTES OF PREVIOUS PUBLIC MEETING: 6 FEBRUARY 2025**

- 5.1 Subject to one typographical error, the minutes of the previous meeting were agreed as an accurate record.

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

**5.2 Matters Arising**

- 5.2.1 There were no matters arising.

**6 ACTION LOG**

- 6.1 RW presented the Strategic Planning and Change Committee Rolling Action Log for consideration, and actions were agreed and removed.

Action 10.8 SFRS Change Maturity, Capacity and Capability January 2025 – Closure (06/02/2025): Agreed to close, however, the Committee sought assurance that the four elements had been fully embedded. CM confirmed that the risk reporting and highlight dashboard approach were fully embedded across all programmes/projects. CM advised that the mechanisms were in place to support the ongoing management of capacity and capability within the Portfolio Office. Further development work was still required within the wider organisation.

The Committee requested a report as to how dedicated change management capacity, as well as broader organisational capacity, was being deployed to support the delivery change activity (captured under Item 14.1 Forward Plan).

Action 8.23 Update of SFRS Strategy and Planning Process (06/02/2025): The Committee were asked to consider whether the schematic (to be presented under Item 8.1) reflected and addressed their expectations.

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

**7 COMMITTEE STATEMENT OF ASSURANCE 2024/25**

- 7.1 SJB presented the Committee with the annual Statement of Assurance for 2024/25, which outlined evidence of how the Committee supports the effective functioning of the Board, for approval. The Committee noted and were content with the priorities outlined in Section 4.

- 7.2 **The Committee approved the Committee Statement of Assurance 2024/25.**

**8 PLANNING/STRATEGY**

**8.1 Strategy Planning Cycle and Update**

- 8.1.1 RW gave a presentation to the Committee which provided an overview of the development of the current Strategy and the Strategy Planning Cycle for scrutiny. The following key points were highlighted:

- Strategy consultation period concluded after 8 weeks with 155 responses received, of which a high percentage were staff members.
- Overview of the themes identified from different response groups ie staff, local authorities, other external responses, Fire Brigades Union.
- Overall support for proposed outcomes and objectives.



- Finalised Strategy to be presented to the SFRS Board for approval on 29 May 2025.

- 8.1.2 In regard to the comments on strengthening partnership working, the Committee were advised that these were made by staff/public who inferred that the importance of partnership work was not clear enough within the Strategy.
- 8.1.3 In regard to staff comments on the Strategy being too ambitious, the Committee were reminded that the Service needed to be ambitious and that the 3-year delivery plan would consider capacity and resource needs. The Committee were further reminded that there was uncertainty relating to SSRP outcomes therefore these comments would not be dismissed but considered proportionally and within the wider context. The Committee noted previous discussions relating to how the Strategy would take the Service on a path to greater sustainability and therefore there was a measure of change required.
- 8.1.4 RW updated the Committee on the development of the 3-year delivery plan noting that the main public facing document would provide high level information on the Service's commitment to deliver the Strategy. The main plan will be outcome focussed and aligned to the Chief Officer's immediate priorities. The Committee asked for consideration to be given whether the word "immediate" was necessary and if not, if it should be removed.
- 8.1.5 RW presented an overview of the 3-year planning cycle noting the Service's ambition to review and align the business cycle. Future discussions were required with Scottish Government due to the proposed differences in the planning cycle and the ambition to align the planning cycle with the financial year. Scheduling of the Committee cycle would also have to be adjusted to align with the planning cycle.
- 8.1.6 In regard to the local plans, RW noted that most of these plans were out of date/non-compliant and were being reviewed and prepared for consultation in October 2025. RW noted that the Service's aspiration was to be compliant in this area by March 2026. Brief discussion took place on the potential challenges arising from the local plans and proposed timescales.
- 8.1.7 The Committee noted the consultation results presented and the need for the Board to be thoughtful when considering the final Strategy at their next meeting.
- 8.1.8 The Committee noted the ongoing development of the 3-year delivery plan and noted it would be presented to the June Board meeting.
- 8.1.9 The Committee noted the alignment of the Committee cycle with relevant milestones, with consideration being given to more flexibility around local plans.
- 8.1.10 Brief discussion took place relating to the Committee's scrutiny of the plan, on behalf of the Board, which would be expected in future years, however, due to timings, this was not possible within the current year.
- 8.1.11 The Committee requested that further detail be provided around the key areas/pieces of work (as part of the developing business planning cycle) that will require Committee scrutiny, including forward planning of Committee dates that best align with the pieces of work.

**ACTION: RW**

- 8.1.12 **The Committee scrutinised the presentation.**

## **9 CHANGE PORTFOLIO/MAJOR PROJECTS**

### **9.1 Portfolio Summary Report**

- 9.1.1 HM presented the revised Portfolio Summary Report to the Committee which provided an overview of the Strategic Change Portfolio in the areas of risks, interdependencies, costs

and capacity to deliver. The following key points were highlighted:

- Service Delivery Review (SDR): Both hurdle criteria and balanced room workshops have been held with 23 options being identified. Approval to progress to public consultation to be submitted to the Special Board meeting on 29 May 2025. Progress to public consultation remains on track, albeit with tight timelines, for a decision to be made by the end of 2025.
- Corporate Services Review (CSR): Work continues on the vision/scope of the review with workshops being held. In tandem, a business support review was also being carried out. People, Payroll, Finance and Training (PPFT) continues to progress well with a fuller update later on the agenda.
- Enabling Infrastructure: Workshops to be held to define the scope of the programme which will include New Mobilising System (NMS) and Emergency Services Mobile Communications Programme (ESMCP).
- Portfolio dashboard provides an overview of the RAG status for individual projects within the portfolio.
- Portfolio level risks identified relating to optimism bias around planning and volume of change scheduled within the coming year. To be discussed further under Item 11.1.

9.1.2 The Committee noted and welcomed the revised format of the summary report.

9.1.3 Brief discussion took place on the tight timescales for the SDR public consultation, potential impact of the upcoming election and purdah period. The Service would continue to monitor the situation, however the current timetable would remain unchanged.

9.1.4 Since the production of the report (24 March 2025), the following updates were provided:

- Discovery phase of PPFT had concluded and the report was still awaited. Drafting of the business case had commenced.
- Impact on CSR, due to resource challenges within PPFT, have been mitigated by Business Analysis Support to help develop the business case.
- NMS project plan has been rebaselined and connectivity issues have been resolved.

9.1.5 In regard to SDR, AW outlined the engagement undertaken with all potentially affected personnel/stations, and feedback received, prior to the Service wide announcement. AW noted that Comms and Engagement would address all local media stories/enquiries. AW reminded the Committee that the SDR marked the start of a continual review of the Service and the services delivered to communities across Scotland.

9.1.6 The Committee requested an update report be provided on the Rostering project.

**ACTION: CM**

9.1.7 **The Committee scrutinised the report.**

## **10 PORTFOLIO FINANCE AND PERFORMANCE REPORT**

10.1 CM presented a report to the Committee providing an update on the key performance indicators (KPIs) of the Change Portfolio. The following key points were highlighted:

- NMS was currently reporting Amber on Costs, forecasting an overall underspend against the business case and anticipating one cashable benefit late 2025.
- ESMCP/In-Vehicle System was forecasting an underspend partly due to recruitment challenges.
- Rostering was reporting an underspend and cashable benefits would be enabled via a policy discovery workstream.
- Temporary Appliance Withdrawal delivered the forecasted budget savings in 2023/24 with further forecasted savings anticipated in 2024/25.
- SDR was reporting an underspend due to challenges in recruitment of specialist roles.
- Overall in-year project costs and timescales remain within the tolerance levels except for an underspend on SDR.

- 10.2 The Committee requested a general improvement in the expression of and reporting of benefits.

**ACTION: CM**

- 10.3 **The Committee scrutinised the report.**

## **11 RISK**

### **11.1 Portfolio Risk Summary**

- 11.1.1 CM presented the Committee with an overview of the portfolio risk register and spotlight key risks within the portfolio and its constituent project and programmes. The following key points were highlighted:

- Risk NMS062 New Mobilising System – 999 lines: This issue had now been resolved.
- Risk PPFT012 People, Payroll, Finance and Training: Risk relating to affordability, to be covered under Item 13 on the agenda.
- Risk SDR011 Service Delivery Review Benefits Realisation: Significant risk relating to benefits realisation, overview of work to identify benefits and proactive management.
- Portfolio Office risk of optimism bias relating to planning and the work being undertaken.
- Portfolio Office risk relating to volume of organisational change scheduled for winter 2025 and the work being undertaken to understand any implications and dependencies across the portfolio.

- 11.1.2 The Committee noted and welcomed the Risk NMS062 had been resolved.

- 11.1.3 The Committee commented positively on the revised style of reports noting that they were both clearer and more informative.

- 11.1.4 **The Committee scrutinised the report.**

## **12 GENERAL REPORTS:**

### **12.1 HMFSI INSPECTION ACTION PLANS AND CLOSING REPORTS UPDATE: SFRS COMMAND AND CONTROL MOBILISING SYSTEM**

- 12.1.1 AW presented the Committee with an update on relevant audit and inspection action plans for scrutiny. AW noted that all 6 actions had been completed, closing statements were presented for scrutiny and the Corporate Board had approved the closure of the action plan.

- 12.1.2 **The Committee scrutinised the report and supported the closure of the action plan.**

*(Meeting broke at 1140 hrs and reconvened at 1148 hrs)*

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

- 13.1 PMcG gave a presentation to the Committee which provided an overview of the evolution, current scope and strategic benefits of the PPFT project for scrutiny. The following key points were highlighted:

- Background on the original scope for People, Training, Finance and Asset Systems (PTFAS) programme and subsequent revisions made to it.
  - Health and Wellbeing element had gone live.
  - Property and Fleet elements had been descoped.
  - Rostering project was split from the original scope and was scheduled to go live this year.
  - Training, HR and Finance projects were merged into the PPFT programme.
- Recap of PPFT progress since 2023, which included notice of interest process, development of outline business case, consideration of a potential joint project with Police Scotland and Scottish Government (SG).

- Entered into Discovery Lite phase with SG's Shared Services Programme in 2024 resulting in a high level of functional fit (80%) being identified. Deep dive exercise undertaken to understand costs, timescales, etc.
- Approved to proceed to full Discovery Phase commencing in January to March 2025. Final report was still awaited and was currently with the Minister for Public Finance for review.
- Overview of the initial observations from the Discovery Phase.
- Overview of potential contingency considerations.
- Clarity was still required on PPFT's position in relation to the CSR Programme.
- Outline of the potential benefits, risk and funding implications.

- 13.2 The Committee sought clarity on whether there was a critical need for this change. SO'D noted that currently systems were out of contract and would require a procurement process to be undertaken. Progressing with SG's Shared Services Programme aligned with the public service reform agenda and the Service's Strategy.
- 13.3 SO'D briefed the Committee on recent discussions with the Minister for Public Finance which included the financial aspects of funding.
- 13.4 AW briefed the Committee on the Training element and the criticality of renewing the scheduling system which would support and improve training for firefighter safety. It was noted that SG's Shared Services Programme may not be able to support it at this stage, however, this was still to be confirmed.
- 13.5 In regard to the lack of project management, it was noted that until there was clarity on the direction, this could not be progressed.
- 13.6 The Committee noted their concerns in regard to the 20% missing from the functional fit, the volume of change facing/required by the Service, and the relationship between CSR and PPFT. The Committee suggested that the Service should request an evaluation report on the success or otherwise of the implementation process within SG.
- 13.7 The Committee welcomed the update but were not yet assured on the position. The Committee requested a formal report to provide further assurance about the PPFT project detail, planning and governance and recommended next steps. If available, the Committee also requested some independent assurance regarding the implementation of the same system by SG.

**ACTION: CM**

- 13.8 **The Committee scrutinised the report.**

*(P McGovern left the meeting at 1234 hrs)*

## **14 COMMITTEE ROLLING FORWARD PLAN**

### **14.1 Committee Forward Plan**

- 14.1.1 The Committee noted the Forward Plan and added the following item:

- Report as to how dedicated change management capacity as well as broader organisational capacity was being deployed to support the delivery of change activity.

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

- 14.2.1 There were no items identified.

- 14.2.2 **The Committee noted the Forward Plan.**

## **15 REVIEW OF ACTIONS**

- 15.1 RW summarised the formal actions raised during the meeting.

**16 DATE OF NEXT MEETING**

16.1 The next full public meeting is scheduled to take place on Tuesday 29 July 2025.

16.2 There being no further matters to discuss, the public meeting closed at 1236 hrs.

*(The meeting broke at 1236 hrs and reconvened in private at 1242 hrs)*

**PRIVATE SESSION**

**17 MINUTES OF PREVIOUS PRIVATE MEETING:**

17.1 **Thursday 6 February 2025**

17.1.1 The minutes of the meeting held on 6 February 2025 were approved as a true record of the meeting.

17.2 **The minutes of the meeting held on 6 February 2025 were approved as a true record of the meeting.**

**18 PRIVATE ACTION LOG**

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

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

There being no further matters to discuss, the private meeting closed at 1245 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 8 actions. A total of three of these actions have been completed.

The Committee is therefore asked to approve the removal of the three actions noted as completed (Blue status), note four 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	<b>Closing Report – Web/iHub Design Project:</b> A report to be brought forward detailing the benefits following the evaluation process.	MW	July 2025 (Org February 2025)			<b>Update (06/02/2025):</b> Not yet available due to work still underway. <b>Update (01/05/2025):</b> Carried forward due to staff absence. Proposed change of due date to July 2025. <b>Update (29/07/2025):</b> The report has been delayed due to capacity issues and will be brought to the next meeting.

Committee Meeting: 6 February 2025						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
8.21	<b>Update of SFRS Strategy and Planning Process:</b> 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		July 2025	<b>Update (01/05/2025):</b> 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"> <li>• Simplify the language throughout.</li> <li>• Although supportive of the sentiment of the outcomes, feedback suggests that they could be simplified with some saying that the original text</li> </ul>

						<p>incorporated too many aspects into a single outcome.</p> <ul style="list-style-type: none"> <li>• The graphic representing the Strategic Objectives should be amended to show how these will deliver against the Fire and Rescue Framework for Scotland.</li> <li>• The term 'leading' fire service was not positively received (Safe and Effective Response). This should be reconsidered.</li> <li>• Staff, specifically, were concerned that we were being too ambitious. It is proposed that we consider the number of deliverables</li> <li>• The importance of collaborative working with partners should be strengthened.</li> <li>• Our commitment to Climate Change should be strengthened.</li> </ul> <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.  <b>Complete (29/07/2025):</b> Update report to be presented at the 29 July 2025 meeting.</p>
8.23	<p><b>Update of SFRS Strategy and Planning Process:</b> 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, allowing Committee meetings to be scheduled accordingly.</p>	MMcA/ RW	May 2025		July 2025	<p><b>Update (01/05/2025):</b> 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> <p><b>CLOSED (29/07/2025):</b> Superseded by Action 8.1.11 raised at 1 May 2025 meeting.</p>

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10.9	<b>SFRS Change Maturity, Capacity and Capability January 2025 – Closure:</b> Committee were asked to review and provide feedback on the strategic portfolio summary dashboard.	All	May 2025		July 2025	<p><b>Update (01/05/2025):</b> Still in progress. Action to remain open to allow all Committee Members the opportunity to provide feedback. Anticipating closure of action at next meeting.</p> <p><b>Complete (29/07/2025):</b> Feedback received and reporting is evolving. Any future comments/feedback will be considered as appropriate.</p>
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Committee Meeting: 1 May 2025						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
8.1.11	<b>Strategy Planning Cycle and Update:</b> Provide the Committee with further detail about the key areas/pieces of work (as part of the developing business planning cycle) that will require committee scrutiny, including forward planning of Committee dates that best align with the pieces of work.	RW	September 2025			<b>Update (29/07/2025):</b> Work is ongoing to progress this action.
9.1.6	<b>Portfolio Summary Report:</b> The Committee requested an update report be provided on the Rostering project	CM	July 2025			<b>Update (29/07/2025):</b> Updated report will be provided at the September committee meeting.
10.2	<b>Portfolio Finance and Performance Report:</b> The Committee requested a general improvement in the expression of and reporting of benefits.	CM	July 2025			<b>Update (29/07/2025):</b> Benefits section has been updated in the report and work continues to implement the benefits process and supporting toolkit.
13.7	<b>Evolution, Current Scope and Strategic Benefits of People, Payroll, Finance and Training (PPFT):</b> The Committee requested a formal report to	CM	November 2025			<b>Update (29/07/2025):</b> A workshop session will be delivered ahead of the July meeting to discuss the discovery report, plans for

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	provide further assurance about the PPFT project detail, planning, and governance and recommended next steps. If available, the Committee also requested some independent assurance regarding the implementation of the same system by Scottish Government.					independent assurance, and next steps. Thereafter a formal report will be provided to a future meeting to support the Board's decision making.
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# SCOTTISH FIRE AND RESCUE SERVICE


## Strategic Planning and Change Committee



Report No: C/SPCC/12-25

Agenda Item: 7.1

Report to:		STRATEGIC PLANNING AND CHANGE COMMITTEE						
Meeting Date:		29 JULY 2025						
Report Title:		SFRS BUSINESS PLANNING AND COMMITTEE SCHEDULING UPDATE						
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <u><b>Board Standing Order 9</b></u>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
1.1	<p>The purpose of this report is to support discussion around our current business planning processes and seek guidance on:</p> <ul style="list-style-type: none"> <li>Those documents that the Strategic Planning and Change Committee (SPCC) would like more involvement in.</li> <li>The level of involvement - would Committee members prefer to be involved at an earlier stage of development, adding value to the final document, or should their role be to scrutinise the document as part of the formal approval process.</li> </ul>							
1.2	The outcomes of these discussions will help inform the Committee timetabling exercise for 2026/27.							
<b>2</b>	<b>Background</b>							
2.1	The SPCC has previously requested that a piece of work is undertaken to produce a three-year planning schematic that identifies key strategic business planning documents for the Scottish Fire and Rescue Service.							
2.2	This schematic will identify key pieces of work and help inform Committee scheduling, ensuring that the Committee is given substantial opportunity to contribute to development / or scrutinise at final stages depending on the preferences of the Committee.							
2.3	This paper has been drafted to support discussion to identify which business planning documents the SPCC should contribute to; and whether this contribution should be active involvement in the development stage or a scrutiny role at the approval stage.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	The Scottish Fire and Rescue Service (SFRS) has several business planning documents which are developed or updated on a cyclical basis.							
3.2	The most notable of these is the SFRS Strategy which is developed every three years. Due to the condensed development timescales of the recently published SFRS Strategy 2025-28, SPCC members were not provided the opportunity to contribute to, or scrutinise, this document in their role as SPCC members. This issue will, however, be rectified for the 2028-2032 iteration with opportunity provided to members to provide their input.							

3.3 3.3.1	<b>Annual Planning Documents</b> From an annual perspective, the diagram below identifies those documents which are currently subject to regular yearly approval of the SFRS Board:
	<p style="text-align: center;"><b>SFRS Annual Board Reporting</b></p>  <p><b>April</b></p> <ul style="list-style-type: none"> <li>• Annual Governance Review</li> <li>• Internal Audit Report</li> <li>• Corporate Parenting Annual Plan</li> <li>• Equal Pay/Gender Pay Gap Report</li> <li>• Mainstreaming Report</li> <li>• Resource and Capital programme</li> <li>• Resource and Capital Outturn</li> </ul> <p><b>July</b></p> <ul style="list-style-type: none"> <li>• Annual Performance Review Report</li> </ul> <p><b>October</b></p> <ul style="list-style-type: none"> <li>• Annual Report &amp; Accounts</li> <li>• Strategic Asset Management Plan Review</li> <li>• Board Forward Plan Schedule</li> </ul> <p><b>January/February</b></p> <ul style="list-style-type: none"> <li>• Resource Budget Approach</li> </ul> <p><b>March</b></p> <ul style="list-style-type: none"> <li>• Three-Year Delivery Plan</li> <li>• Performance Management Framework</li> <li>• Social Impact Pledge</li> </ul> <p><b>June</b></p> <ul style="list-style-type: none"> <li>• Board Effectiveness Annual Review</li> <li>• Debt Write Off</li> </ul> <p><b>August</b></p> <ul style="list-style-type: none"> <li>• SFRS Committees Annual Reports</li> <li>• SFRS Working in Partnership</li> <li>• Annual Procurement Report</li> </ul> <p><b>December</b></p> <ul style="list-style-type: none"> <li>• Safety and Assurance Annual Report</li> </ul>
3.4	<b>Identifying relevancy to the SPCC</b>
3.4.1	To support the Committee's role in scrutinising and challenging strategic and financial planning, members are invited to use this planning schematic to identify which annual planning deliverables fall within their remit. These will then complement the Committee's existing areas of focus, such as the Change Portfolio, budget provision, major change projects, and the Strategic Service Review Programme.
3.4.2	We do recognise that some of the documents included above fall within the remit of other SFRS Committees, however, it was considered beneficial to provide a full picture of annual planning to aid conversations.
3.4.3	The above list is not exhaustive, and we expect there to be a degree of flexibility as the need for new business planning documents arise. Should there, however, be any key strategies/reports not on the list that members wish to highlight, we would ask that these are shared with the Strategic Planning Team to enable timetabling to be developed accordingly.
3.5	<b>Adding Value</b>
3.5.1	Members of the Strategic Planning and Change Committee bring with them a wealth of experience and as part of their oversight of strategic, change and financial planning have expressed a desire to add more value to our business planning documents/processes.
3.5.2	To assist us in developing a Committee timetable that facilitates involvement in the correct documents and at the correct times, members are asked to confirm at which point in the development they wish involvement. There are two options to consider: <ul style="list-style-type: none"> <li>• <b>Development Phase:</b> members would be provided with a very early draft of the planning document, allowing a better opportunity to shape the final product. The finalised document would then go through its current governance route, ending in approval from the SFRS Board. If members choose this option, it is anticipated that early drafts would require to be shared at a SPCC meeting around three months prior to final approval at SFRS Board.</li> <li>• <b>Approval Phase:</b> members would be provided with the near-final document, in advance of SFRS Board approval. If members choose this option, it is anticipated that a nearly-final draft would require to be shared at a SPCC meeting around a month prior to final approval at SFRS Board.</li> </ul>



3.6	<b>SPCC Meeting Timetabling (2026/27)</b>
3.6.1	Strategic Planning, Performance and Communications will use the feedback from today's discussions to draft a meeting timetable for 2026/27 that considers, as far as practicable, the documents SPCC wish to consider and at what stage in development they wish involvement.
3.6.2	A timetable for consideration will be shared with SPCC members in September 2025.
<b>4</b>	<b>Recommendation</b>
4.1	Members of the Strategic Planning and Change Committee are invited to: <ul style="list-style-type: none"> <li>• Discuss the schematic provided and indicate which business planning documents they wish involvement in.</li> <li>• Discuss the level of input and at what stage they would like to be involved.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk Appetite and Alignment to Risk Registers</b>
5.1.1	The content of this update report does not impact upon risk appetite or risk registers.
5.2	<b>Financial</b>
5.2.1	There are no financial implications of this update report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental and sustainability implications of this update report.
5.4	<b>Workforce</b>
5.4.1	There are no workforce implications of this update report.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no health and safety implications of this update report.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no health and wellbeing implications of this report.
5.7	<b>Training</b>
5.7.1	There are no training implications of this report.
5.8	<b>Timing</b>
5.8.1	This report and the discussions had at the meeting on 29 July 2025 will inform a draft Committee Meeting Timetable 2026/27 which will be presented to members in September 2025.
5.9	<b>Performance</b>
5.9.1	There are no performance implications of this report.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	There are no communications and engagement implications of this report.
5.11	<b>Legal</b>
5.11.1	Section 41B of the Fire (Scotland) Act 2005 (as amended) requires the SFRS to prepare a three year Strategic Plan.
5.12	<b>Information Governance</b>
5.12.1	There are no information and governance implications of this report.

5.13 5.13.1	<b>Equalities</b> There are no equalities implications of this report.	
5.14 5.14.1	<b>Service Delivery</b> There are no Service Delivery implications of this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<del>Substantial</del> / <b>Reasonable</b> / <del>Limited</del> / <del>Insufficient</del>
7.2	<b>Rationale:</b>	The Strategic Planning Team have liaised with the SFRS Board Support Team to identify yearly planning documents to help aid discussions and identify those which are of interest to the Strategic Planning and Change Committee.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Not applicable	
<b>Prepared by:</b>		Louise Patrick, Strategic Planning and Partnerships Coordinator
<b>Sponsored by:</b>		Richard Whetton, Head of Governance, Strategy and Performance
<b>Presented by:</b>		Mark McAteer, Director of Strategic Planning, Performance and Communications
<b>Links to Strategy and Corporate Values</b>		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Strategic Planning and Change Committee</i>		<i>29 July 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For Scrutiny</i>

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



Report No: C/SPCC/13-25

Agenda Item: 8.1

Report to:		STRATEGIC PLANNING AND CHANGE COMMITTEE						
Meeting Date:		29 JULY 2025 (DATA AS OF 3 JULY 2025)						
Report Title:		PORTFOLIO SUMMARY REPORT						
Report Classification:	For Scrutiny	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <u><b>Board Standing Order 9</b></u>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
1	<b>Purpose</b>							
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPCC) with an overview of the Strategic Change Portfolio in the following areas – risk, Interdependencies, Costs and Capacity to Deliver.							
2	<b>Background</b>							
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	<b>Service Delivery Review</b>							
2.2.1	The SDR programme aims to implement changes to the SFRS station and appliance footprint and duty systems to match operational resources with risk and demand, which will achieve a modernised approach to service delivery. This will ensure compliance with the organisation's legal requirement to deliver a balanced budget and statutory duties under the Fire (Scotland) Act 2005 and the Fire (Additional Function) (Scotland) Order 2005. The programme will also address the 10-pump temporary withdrawals and, where possible, current estates challenges, primarily RAAC and the provision of dignified facilities and contamination controls.							
2.2.2	<b>Key Components</b>							
2.2.3	The Service Delivery Review Programme has developed, in conjunction with stakeholders, a suite of options for change in relation to the station footprint, pumping appliance distribution, specialist appliance distribution, alternative duty systems and on call improvements.							
2.2.4	A full public consultation on the options will be held during Summer 2025. The approved options will then be implemented from early 2026 onwards.							
2.2.5	<b>Anticipated Outcomes (not exhaustive)</b>							
2.2.6	The SDR is expected to result in: <ul style="list-style-type: none"> <li>Operational resources better matched to risk and demand</li> <li>Reduced capital investment backlog</li> <li>Better utilisation of resources and facilities</li> </ul>							

	<ul style="list-style-type: none"> <li>Enhanced firefighter safety</li> <li>Improved staff attraction and retention</li> <li>Increased organisational capacity</li> <li>Enhanced community safety (through PP&amp;P)</li> <li>Improved partnership working</li> <li>Reduced community inequality</li> <li>Better informed future planning (and decision making)</li> </ul>
2.3	<b>Corporate Services Review</b>
2.3.1	The CSR 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.
2.3.2	<b>Key Components</b> <ol style="list-style-type: none"> <li><b>Governance and Leadership:</b> Strengthening governance structures and leadership practices to ensure effective oversight and strategic direction. This includes enhancing accountability, transparency, and stakeholder engagement.</li> <li><b>Human Resources and Workforce Development:</b> 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.</li> <li><b>Integrated Strategic Planning, Financial Management and Sustainability:</b> 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.</li> <li><b>Structures:</b> Ensuring that the Corporate Services Functions are appropriately structured to meet the future needs of SFRS, whilst considering public sector collaboration and technological enablement.</li> </ol>
2.3.3	<b>Anticipated Outcomes (not exhaustive)</b>
2.3.4	The CSR is expected to result in: <ul style="list-style-type: none"> <li>Enhanced governance and leadership that supports strategic objectives.</li> <li>A skilled and motivated workforce that is well-equipped to meet organisational demands.</li> <li>Improved financial management and sustainability, ensuring the long-term viability of the SFRS.</li> <li>Improved strategic planning through the integration of service planning, change, resource management and financial planning.</li> </ul>
2.4	<b>Enabling Infrastructure</b>
2.4.1	The EI programme will deliver sustainable, user focussed, integrated systems, technology and infrastructure to enhance the safety and wellbeing of our people and communities.
2.4.2	<b>Key Themes</b> <ol style="list-style-type: none"> <li>Innovation &amp; Technology (related to our systems, building, equipment and fleet)</li> <li>Sustainability</li> <li>Unity &amp; Collaboration (Internal culture, Partnerships)</li> <li>Employee Empowerment &amp; Wellbeing</li> <li>Data</li> <li>Security</li> </ol>
2.4.3	<b>Anticipated Outcomes (not exhaustive)</b> The EI Programme will result in:

	<ul style="list-style-type: none"> <li>Services tailored to meet the unique needs of local communities resulting in increased satisfaction and effectiveness</li> <li>A more environmentally sustainable organization</li> <li>Staff are safer and healthier, happy, engaged and satisfied</li> <li>Increased safety and risk response through more modern equipment</li> <li>A more financially sustainable SFRS delivering best value services efficiently and effectively</li> <li>Our asset portfolio achieves best value for money</li> </ul>
<b>3</b>	<b>Main Report/Detail</b>
<b>3.1</b>	<b>Service Delivery Review</b>
3.1.1	The public consultation launched on 26 June 2025 and will run until September 2025 with an extensive programme of engagement events scheduled over this period. Consideration of the responses will be completed mid-November with a Board Strategy Day scheduled for 27 November 2025. The final Board decision on which options to progress is expected to take place on 18 December 2025.
3.1.2	The consultation timeline remains tight with little contingency within it. The team is proactively managing the risk of delay and key milestones are on track for delivery as agreed. There has been a delay in the completion of the Training Impact Assessment Tool which will not impact the wider programme. The workstream on Alternative Duty Based systems remains on track.
3.1.3	There is a significant volume of activity planned over the Summer with a large number of public events to take place during July and August which will require the attendance of senior leaders. In tandem, the Programme Team will commence implementation planning with a view to taking forward the agreed options from early 2026 onwards.
<b>3.2</b>	<b>Corporate Services Review</b>
3.2.1	A number of proposed initiatives have been identified for inclusion within the Programme and strategically scored. The next steps will be to progress these through the New Demand process. Proposals will be presented to the Design and Assurance Forum for review before being considered by the Change Portfolio Investment Group for approval.
3.2.2	The review of Business Support provision continues to progress with implementation scheduled for July 2025. Engagement is ongoing with the representative bodies. An evaluation of the outcomes of the review will be held in early 2026.
3.2.3	Discussions are ongoing with the Scottish Government (SG) in relation to a proposed shared services solution for People, Payroll, Finance and Training (PPFT). Its contents have been reviewed by the Project Team and engagement has begun with senior stakeholders around the potential implications. The Outline Business Case (OBC) for the project continues to be worked on and the results of the Discovery Report will be incorporated within the options appraisal. (SG presentation to SLT on 24 June).
<b>3.3</b>	<b>Enabling Infrastructure</b>
3.3.1	The first meeting of the Enabling Infrastructure Programme Board was held on 14 May 2025 where an overview of the programme was provided and the Terms of Reference for the Programme Board agreed. Five projects have been identified as being within the scope of the programme and the scoring of these against the strategic outcomes has been completed.
3.3.2	The New Demand Form for Self-Contained Breathing Apparatus (SCBA) was presented to the Design and Assurance Forum and will be taken to the July meeting of the Change Portfolio Investment Group (CPIG) for consideration and approval. Early work has begun on the Outline Business Case and the recruitment of a Project Manager for this project is

	being progressed. Due to the scale and complexity of the procurement exercise, the intention is to bring on board specialist procurement expertise and Procurement are working with the Project Team to identify the best route to market.
3.3.3	The first meeting of the User Intelligence Group (UIG) for the Safety and Assurance Management System (eSAMS) will be held late July. Key activities planned for this month include a review of requirements with the UIG and further development of the project plan.
3.3.4	The Rostering Project Team has continued to work on the re-planning exercise following a request from the system supplier to change the delivery schedule. This was due to the supplier's need to increase its resourcing of the project and re-sequence the rollout of the different modules to ensure a successful implementation. The proposed changes offer SFRS some benefit as they will provide a longer window for user acceptance testing before Go Live. A change request seeking formal acceptance of the proposed new milestones has been approved by the Project Board. Implementation work has been continuing in tandem with the re-planning, and user acceptance testing of Payroll and Availability began on 25 June 2025 and will run for a month. The testing of the Roster module will start in August 2025 and implementation of the system remains on schedule for completion by the end of the year.
3.3.5	The policy work to support the realisation of benefits for Rostering is on track to be completed between June and October 2025 by the People Team.
3.3.6	The New Mobilising System (NMS) project successfully went through the Scottish Government's Digital Assurance Office Delivery Gate review and achieved a Green/Amber rating. Implementation of the project's first phase, the Integrated Command and Control Solution (ICCS), remains on schedule although the timeline continues to be at risk. Whilst the 999 SIP lines were installed and operational on time, two outstanding issues remain which need to be resolved. These relate to technology changes required for the new system. The project team are working extensively with the relevant suppliers to identify appropriate resolutions. The project team held a Business Readiness workshop during June to review preparations for Go Live and prepare for an SFRS IT Health Check in July.
3.4	<b>Cultural Action Plan</b>
3.4.1	A workshop was held early June 2025 with key stakeholders to review the work done to date on the Cultural Action Plan and capture lessons learned. The programme vision and outcomes were agreed and a session held at the Senior Managers' Development Day to socialise the results of the workshop and identify outputs that will deliver the agreed outcomes.
3.5	<b>Portfolio Risks</b>
3.5.1	<p>A Portfolio Risk register has been developed reflecting the key risks facing the portfolio. These include:</p> <ul style="list-style-type: none"> <li>• A risk project deliverables will be delayed because of limited depth of project and programme planning across the portfolio resulting in increased costs and challenges maintaining business continuity. Work is ongoing across the Portfolio to develop detailed plans together with resource mapping to understand where potential pinch points may be and where prioritisation may be required. This will help identify where there are resource gaps and support the development of appropriate mitigations. These detailed plans will be presented to Project/Programme Boards for baselining and future deviations will require change requests.</li> <li>• A risk of organisational change fatigue because the Rostering System and Integrated Control and Command System are due to be implemented within weeks of one another; the decision arising following the Service Delivery Review public consultation will also occur around the same time resulting in changes not being fully adopted by all parts of the organisation and benefits not being fully realised.</li> </ul>



<b>4</b>	<b>Recommendation</b>
4.1	The Strategic Planning and Change Committee is asked to: <ul style="list-style-type: none"> <li>• Scrutinise the contents of the current report; and</li> <li>• Note the progress and associated constraints across the Change Portfolio.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk Appetite and Alignment to Risk Registers</b>
5.1.1	Resourcing impact due to potential retirements due to Pension update.
5.2	<b>Financial</b>
5.2.1	Ongoing funding discussions taking place with the Scottish Government.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no direct key environmental & sustainability implications arising from this cover paper.
5.4	<b>Workforce</b>
5.4.1	Resource capacity from other areas including Training, Operations, Safety and Assurance, Corporate Communications and Digital and Technology Service across various projects.
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no direct Health and Safety implications associated with this cover paper.
5.6	<b>Health &amp; Wellbeing</b>
5.6.1	There are no direct Health and Wellbeing implications associated with this cover paper.
5.7	<b>Training</b>
5.7.1	Training resource will be required across various projects.
5.8	<b>Timing</b>
5.8.1	See section 3.
5.9	<b>Performance</b>
5.9.1	See section 3.
5.10	<b>Communications &amp; Engagement</b>
5.10.1	There are no direct key communication and engagement implications arising from this cover paper.
5.11	<b>Legal</b>
5.11.1	There are no direct key legal implications arising from this cover paper.
5.12	<b>Information Governance</b>
5.12.1	A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this cover paper.
5.13	<b>Equalities</b>
5.13.1	An Equalities Impact Assessment is not required as there is no personal/sensitive information on this cover paper.
5.14	<b>Service Delivery</b>
5.14.1	There are no direct key Service Delivery implications arising from this cover paper.

<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Deputy Chief Officer Corporate Services Andy Watt, Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient
7.2	<b>Rationale:</b>	The report 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.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – Portfolio Dashboard	
<b>Prepared by:</b>		Heather Martin, Change Centre of Excellence Manager
<b>Sponsored by:</b>		Sarah O'Donnell, Deputy Chief Officer Corporate Services Andy Watt, Deputy Chief Officer
<b>Presented by:</b>		Heather Martin, Change Centre of Excellence Manager
<b>Links to Strategy and Corporate Values</b>		
We are fully accountable and maximise our public value by delivering a high quality, sustainable and rescue service for Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Change Portfolio Progress Group</i>		<i>16 June 2025</i>
<i>Strategic Planning and Change Committee</i>		<i>29 July 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>

## APPENDIX A

PORTFOLIO OFFICE

# STRATEGIC PORTFOLIO SUMMARY REPORT JULY 2025

# STRATEGIC PORTFOLIO SUMMARY REPORT

## Portfolio Summary

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	Project Approach Agreed 31/08/2025	Project Approach Agreed 31/08/2025	●	●	●	Overall health is Red. Quality RAG switched to Red due to Discovery Report confirmation that Scottish Government cannot support SFRS Training Requirements. Time RAG remains Red since agreed schedule is not in place. Cost remains Amber until Shared Services cost, funding mechanism and outcome of Public Sector Reform funding application are known. The outline business case for the project continues to be worked on and the results of the discovery report will be incorporated within the options appraisal.
	Service Redesign	Programme Preparation Plan 30/06/2025	Programme Preparation Plan 31/07/2025	●	●	●	A number of proposed initiatives have been identified for inclusion within the Programme and strategically scored. The next steps will be to progress these through the New Demand process. The review of Business Support provision continues to progress with implementation scheduled for July 2025. Engagement is ongoing with the representative bodies. An evaluation of the outcomes of the review will be held in early 2026.
Service Delivery Review Programme (SDR)	Public Consultation	Public Consultation Concluded 12/09/2025	Public Consultation Concluded 12/09/2025	●	●	●	Overall programme health remains Amber. Time RAG has moved to Green now that the public consultation has launched and the temporary appliance withdrawal report and supporting action plan have been finalised and approved by the SDR Programme Board. Cost RAG remains Green. Resource RAG is Red with partial approval of key project roles.
	Demand Based Duty System	Approval of Policy and Collective Agreement 15/12/2025	Approval of Policy and Collective Agreement 15/12/2025	●	●	●	The project is progressing according to plan with no significant risks or issues identified at this stage. The key deliverables and overall planning approach have been defined. No major risks or blockers identified at this stage. Programme Board (02/06) approved transition into the planning phase as scheduled. Next key deliverable is the Project Dossier.
	Training Impact Assessment Tool	Tool Implemented 18/07/2025	Tool Implemented 18/07/2025	●	●	●	There has been a delay in the completion of the training impact assessment tool which will not impact the wider programme. Delivery rank switched to amber due to some resource availability adversely affecting the project end date.

# 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	Availability and Payroll Sign-Off Complete 25/07/2025	Availability and Payroll Sign-Off Complete 25/07/2025	●	●	●	Overall health is Amber. Following receipt of an updated delivery schedule from the supplier a change request was approved by the Project Board (03/07) . User Acceptance Testing for Payroll and Availability has commenced. Time RAG remains Amber; Resource RAG is Red until the updated project delivery schedule is approved. Project remains on schedule to complete implementation by end of December 2025.
	New Mobilising System	ICCS Site Acceptance Testing Complete 29/07/2025	ICCS Site Acceptance Testing Complete 29/07/2025	●	●	●	Overall health is Amber. Implementation of the first phase of NMS , the integrated command and control solution, remains on schedule although the timeline continues to be at risk due to two outstanding issues which need to be resolved and limited contingency remaining within the plan. There is reduced confidence that SBC (session border controllers) will be installed and operational for testing on schedule. Work continues to progress outstanding issues which may threaten the Integrated Control and Command Solutions (ICCS) implementation by December 2025.
	ESMCP / IVS	Delivery 02/06/2027	29/12/2029	●	●	●	ESN Device specification and coverage workshops are ongoing. SFRS has been approached to check coverage in some of the SFRS properties. This has been actioned and SFRS will continue to work the Programme and 3ESS. Full Business Case from Programme has been received from Scottish Government. This is under review by SFRS and will be presented for approval in September 2025.
Policy		Policy Workshop No.1 15/07/2025	Policy Workshop No.1 15/07/2025	●	●	●	Policy activity to support rostering benefit realisation will be completed between June and October by the people team show stop the updated policies and procedures will then go through the relevant governance process is by the end of the year
Culture	Cultural Action Plan	tbc	tbc	●		●	

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



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

Report No: C/SPCC/14-25

Agenda Item: 8.2

Report to:		STRATEGIC PLANNING AND CHANGE COMMITTEE						
Meeting Date:		29 JULY 2025						
Report Title:		SFRS CHANGE MANAGEMENT CAPACITY: DEVELOPMENT TO SUPPORT DELIVERY OF CHANGE ACTIVITY						
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to provide a high-level view of Scottish Fire and Rescue Service's (SFRS) strategic portfolio change capacity and development of these capabilities.							
1.2	The report has been produced following a desktop review of change capabilities across SFRS. Detailed data relating to the organisation's wider capacity for change and constituent workplans are not currently available for inclusion in this report.							
<b>2</b>	<b>Background</b>							
2.1	Following the decision to develop SFRS's change capabilities with significant investment, the Portfolio Office is working with stakeholders, Senior Responsible Owners (SROs) and project/programme teams to deliver organisational change following recognised "industry standard" practices.							
2.2	In support of the new ways of working, a new Portfolio Office structure and additional posts have been recruited, technology has been implemented and governance and assurance arrangements reviewed to provide enhanced organisational change capabilities.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	The approach to change across SFRS is complex, ambitious and faces challenges due to capacity and maturing change capabilities.							
3.2	The Portfolio Office was established to support the organisation in addressing challenges such as elongated project timescales/slippage, lack of certainty around scope and requirements, increasing project costs and lack of clarity of success or benefits criteria linked to SFRS's overarching strategy and vision.							
3.3	To enable delivery of the significant programme of change, SFRS requires the appropriate organisational skills and capabilities. In addition, the role of the SRO is critical in ensuring organisational change succeeds.							
3.4	<b><u>Portfolio Change Governance and Assurance</u></b>							
3.4.1	Following a review by the Change Portfolio Investment Group (CPIG) of the current governance and assurance processes for the strategic portfolio, including the Strategic Service Review Programme, it has been decided to change the structure to simplify							



reporting. The diagram below shows the new structure starting from 1 April 2025. This new approach aims to make meeting attendance more efficient, focusing on updates from the SRO and Programme Manager with combined reports, and allowing project boards to make decisions where appropriate. The three programmes are in the process of defining a number of projects which will be onboarded to the portfolio.

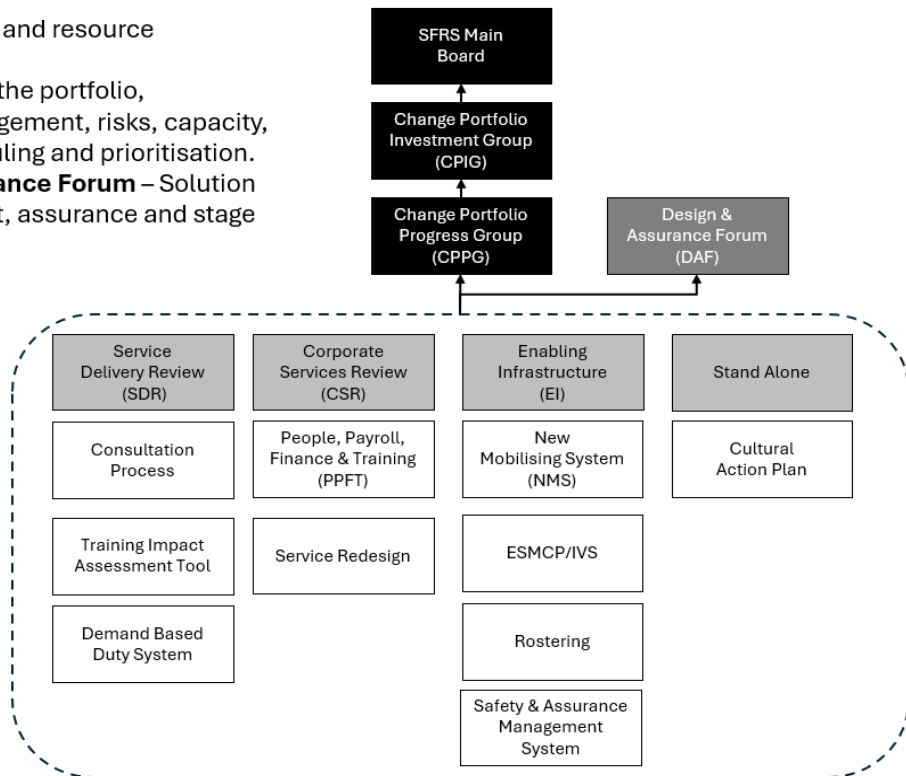
**CPIG** – Investment and resource Allocation.

**CPPG** – Delivering the portfolio, dependency management, risks, capacity, resourcing, scheduling and prioritisation.

**Design and Assurance Forum** – Solution design and support, assurance and stage gates.

Programmes

Projects & Initiatives



**Fig 1 – Strategic portfolio governance & assurance structure**

3.5

3.5.1

**Planning, Resource and Capacity Management Update**

- **Project/Programme Management (PPM) System & Tooling** - The Portfolio Office team has implemented the Wrike Project/Programme Management (PPM) system. The system contains project and programme plans, risk and issue logs, and highlight reports for the strategic portfolio. The intention is that this will be further developed to incorporate resourcing profiles. A number of benefits of online system working have been realised including accessibility and oversight of centrally held plans, helping the team map dependencies, report progress and move away from labour intensive spreadsheets, word documents and slides. The PPM system contract is due to be reviewed in the near future, and discussions are ongoing regarding next steps.

3.5.2

- **Portfolio Progress Reporting** - The Portfolio Office, working with senior stakeholders, have now developed and implemented a dashboard approach to progress reporting at portfolio level. This approach has provided a set of linked reporting capabilities at portfolio, programme and project level with the ability to drill down into detail as required. This reporting approach is now being used at portfolio, programme and project boards as well as the Strategic Planning and Change Committee.

3.5.3

The benefits so far realised from this approach include the ability for stakeholders to access information in a single location without the manual interventions currently required to prepare and disseminate reports and information. The reports are provided with different levels of governance in mind i.e. single line dashboard reporting for strategic forums, but with an ability to then drill down into more detail for project and programme boards and delivery groups. This then allows for the collective oversight of portfolio progress as well as individual projects.

Programme	Project	Next Milestone Target Completion Date	Next Milestone Forecast Delivery Date	Delivery RAG	Cost	Resource	Commentary
Corporate Services Review Programme (CSR)	<a href="#">People, Payroll, Finance &amp; Training (PPFT) Discovery Phase</a>	Discovery Report 31/03/2025	Discovery Report 14/05/2025	●	●	●	Overall health is Red. Quality RAG switched to Red due to Discovery Report confirmation that Scottish Government cannot support SFRS Training Requirements. Time RAG remains Red since agreed schedule is not in place. Cost remains Amber until Shared Services cost, funding mechanism and outcome of Public Sector Reform funding application are known. The outline business case for the project continues to be worked on and the results of the discovery report will be incorporated within the options appraisal. Scottish Government presentation to SLT is scheduled for 24th June.
	Service Redesign	Brief Approval 30/04/2025		●	●	●	A number of proposed initiatives have been identified for inclusion within the Programme and strategically scored. The next steps will be to progress these through the New Demand process. The review of Business Support provision continues to progress with implementation scheduled for July 2025. Engagement is ongoing with the representative bodies. An evaluation of the outcomes of the review will be held in early 2026.
Service Delivery Review Programme (SDR)	<a href="#">Public Consultation</a>	Board approval to move to Public Consultation 29/05/2025	Board approval to move to Public Consultation 29/05/2025	●	●	●	Overall programme health remains amber. Time rag has moved from amber to green now that the Balanced Room event is complete And the temporary appliance withdrawal report and supporting action plan have been finalised and approved by the SDR programme board. Cost RAG remains green. Costs remain on track. Resource RAG has moved to red with partial approval of Key project roles. Approval received from SFRS board on 29th May to proceed to public consultation.
	<a href="#">Demand Based Duty System</a>	Project Dossier Approved 07/07/2025	Project Dossier Approved 07/07/2025	●	●	●	The project is progressing according to plan with no significant risks or issues identified at this stage. Activities in June will be critical. The key deliverables and overall planning approach will be defined. No major risks or blockers identified at this stage. Programme Board (02/06) approved transition into the planning phase as scheduled. Next key deliverable is the Project Dossier,
	<a href="#">Training Impact Assessment Tool</a>	Tool Delivery 24/03/2025	Tool Delivery 30/05/2025	●	●	●	There has been a delay in the completion of the training impact assessment tool which will not impact the wider programme. Delivery rank switched to amber due to some resource availability adversely affecting the project end date.

**Fig 2 – Portfolio Dashboard Report Format**

3.6

**Highlight Reporting** – a highlight report utilising the PPM system has been fully implemented. The dashboard provides links from the strategic view above, with an ability to drill down into individual project and programme highlight reports as required.

Project Highlight Report

Project Highlight Re...

Project Name	SRO	Project Owner	Project Start Date	Original Project End Date	Revised Project End Date	Strategic Outcome
Rostering	DACO Stephen Wood	N/A	N/A	N/A	N/A	Outcome 4,Outcome 5,Outcome 6

Project Governance & Mgmt. Control

Project Governance & Mgmt. ...

Current Period Delivery Trend	Last Period Delivery Trend	Bus... Case Com...	Project Dossier ...	Project Stage	Overall Health	Time	Cost	Quality	Skills & Resource
Amber	Amber	Yes	Yes	Planning	Amber	Green	Green	Amber	Amber

Project Update

Project Update

• Contract with Supplier (Garten) was signed on Friday 23rd August and ongoing relationship building meetings to establish ongoing work will continue weekly. • Demo site released by Garten as well as a training hub, provisional decision made on crewing rule model which will be demonstrated at Project Board. • All data has been gathered and submitted to supplier prior to roster and availability module build – some work with central staffing on additional codes needs to be worked through and completed, this has commenced and will continue for a couple of weeks. • Senior PM starts 01/10/2024 – initial meeting with both Training team and Rostering Project to look at integration piece and work on skills codes • Project Manager to get Service Delivery colleagues and Portfolio Office colleagues round the table to discuss taking a fused approach to working rather than a joined up approach meaning staff having more consistent input into workstreams on a regular basis. • Rostering Team met face to face for a Planning Day on 19/09/2024. • Uniformed colleagues and Senior PM will attend Johnston OC for the day on 01/10/2024 to learn more about the workings of Operations Control and Central Staffing

**Fig 3 – Highlight Report extract from PPM system**

3.6.1

- **Portfolio Planning** – The portfolio plan continues to be developed within the PPM system and the intention is capture all in-flight/in-governance projects moving forward.

Portfolio Milestone Plan MASTER									
<div> <div> <div>List</div> <div>Table</div> <div>Gantt Chart</div> <div>Calendar</div> </div> <div> <div>+</div> <div>▼ All tasks</div> <div>↑↓ Name</div> <div>Expand</div> <div>Public snapshots</div> <div>↶ ↷</div> </div> </div>									
Name ↑	Baseline due	Due date	3	Q4 2025	Q1 2026	Q2 2026	Q3 2026	Q4 2026	Q1 2027
1 Portfolio Milestone Plan MASTER									
2 1.0 ESMCP/IVR Project		31/12/2029							
3 1.01 ESMCP Gate 1 Planning		01/06/2027							
4 1.02 ESMCP Gate 2 Delivery		28/12/2029							
5 1.03 ESMCP Gate 3 Closure		31/12/2029							
6 1.2 ESMCP - Migration to ESN Data First		10/10/2025							
7 1.21 ESMCP - Installation Company for R...		30/06/2025							
8 1.3 ESMCP - Deployment of 3TC MODAS...		10/10/2025							
9 1.4 ESMCP - SFRS / Airwave CoCo updat...		30/05/2025							
10 1.5 ESMCP - Modas Software - Drop 1 (...)		06/02/2025							
11 1.6 ESMCP - Commence in cab De-Instal...		10/10/2025							
12 1.7 ESMCP - Commence in cab Install (Ai...		10/10/2025							
13 1.8 ESMCP - MODAS software - Drop 2		10/10/2025							

**Fig 4 – Extract from the portfolio plan**

3.6.2

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

Project / Workstream	Role Type	Committed?	Multi-Project	Jun-2	Jul-2	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26
NMS Project	Executive Lead	Committed	No	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
NMS Project	Programme Director	Committed	No	0.6	0.6	0.6						
NMS Project	Project Lead	Committed	No	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
NMS Project	Workstream Lead	Committed	No	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
NMS Project	Configuration & Test Lead	Committed	No	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
NMS Project	Configuration & Test Lead	Committed	No	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
NMS Project	Configuration & Test Lead	Committed	No	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
NMS Project	Senior Project Manager	Committed	No	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
NMS Project	Project Manager	Committed	No	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
NMS Project	Assistant Project Manager	Committed	No	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
NMS Project	Data Assistant	Committed	No	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
NMS Project	Business Analyst	Committed	No	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
NMS Project	Technical Lead/Advisor	Committed	No	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
NMS Project	ICT Business Service Manager	Committed	Yes	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
NMS Project	ICT Team Manager	Committed	Yes	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
NMS Project	Test Lead	Committed	No	1.0	1.0	1.0	1.0	1.0	1.0			
NMS Project	Ops Control Training Lead	Committed	Yes	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
NMS Project	TSA Training Lead	Committed	Yes	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
NMS Project	Procurement Lead	Committed	Yes	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
NMS Project	Legal Lead	Committed	Yes	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1

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

3.6.3

- Portfolio Risk Management** – A portfolio level risk register has been developed which captures significant SFRS wide change risks, attributing them to senior leaders. The risks will be managed across CPPG, CPIG and Design Authority as appropriate.

3.6.4

- Prioritisation Model** – The prioritisation model has now been used to assess the projects across the in-flight portfolio which provides data in support of scheduling and resource management. The intention is to use this approach during the annual planning cycle to ensure that initiatives provide strategic value and align with benefits. Priority scores are determined using alignment with the Strategic Objectives for 2025-2028 by scoring high, medium or low contribution: zero (0), medium (2), or high (5). The questions used to assess strategic fit are:
  - Through our work, in partnership with communities and other organisations, the safety and wellbeing of the people of Scotland continually improves.
  - We are a leading Fire and Rescue Service where our communities and people are safe.
  - Our people feel valued and supported by SFRS in a culture that embraces diversity and inclusion, empowerment and accountability and drives joined up working.
  - We will continuously improve our organisational performance, productivity and resilience.
  - We are more innovative and achieve sustained investment in our technology, equipment, estate and fleet, making us more effective and efficient.
  - Affordability & Investment
  - Complexity and Achievability
  - Stakeholder Impacts
  - Staff satisfaction and motivation

4

**Recommendation**

4.1

The Strategic Planning and Change Committee is asked to scrutinise the contents of this report.

5	Key Strategic Implications
5.1 5.1.1	<p><b>Risk</b></p> <p>The key risks and issues impacting effective resource/capacity management and planning of change across the organisation include:</p> <ul style="list-style-type: none"> <li>• There is a risk that due to the number, and complexity of organisational priorities, demand of change could outstrip capacity, resulting in an inability to deliver all planned initiatives and realise the intended benefits.</li> <li>• There is a risk that without co-ordinated planning, resourcing, prioritisation, scheduling and supporting systems, it may not be possible to identify and manage all dependencies and interdependencies across multiple workstreams and portfolios of work.</li> <li>• There is a risk that availability of key staff to support planning and resourcing may adversely affect delivery of change, resulting in delays, lack of benefits realisation, elongated timescales and reduced quality standards.</li> <li>• There is a risk that if change initiatives do not follow agreed governance and assurance processes, it will not be possible to effectively manage capacity as the full extent of resource utilisation will not be available.</li> </ul>
5.2 5.2.1	<p><b>Financial</b></p> <p>The annual budgeting arrangements make it challenging to provide longer term planning of change and portfolio delivery and/or resourcing schedules.</p>
5.3 5.3.1	<p><b>Environmental &amp; Sustainability</b></p> <p>The transference to digital and online capacity, resource and portfolio management may reduce the amount of manual and paper-based processes currently being undertaken.</p>
5.4 5.4.1	<p><b>Workforce</b></p> <p>Key roles are required to enhance capacity and resource management capabilities across SFRS. All of the core roles have been recruited and are either in post or progressing to start date. This may impact progress as new employees are onboarded into the organisation.</p>
5.5 5.5.1	<p><b>Health &amp; Safety</b></p> <p>There are no direct health and safety implications associated with this report.</p>
5.6 5.6.1	<p><b>Health &amp; Wellbeing</b></p> <p>New and different ways of working can be challenging, and the health and wellbeing of staff is continually monitored to ensure that support is provided as and when needed.</p>
5.7 5.7.1	<p><b>Training</b></p> <p>Members of the Portfolio Office are working to develop new skills and expertise relating to the PPM system. This is challenging as it requires different ways of working from the existing approach.</p>
5.8 5.8.1	<p><b>Timing</b></p> <p>The intention is to deliver the implementation of Wrike to coincide with the revised governance approach which is due in April. Failure to do so will impinge on the organisations ability to make informed decisions, manage change in a central system and update stakeholders on progress.</p>
5.9 5.9.1	<p><b>Performance</b></p> <p>Performance of Change across SFRS is directly affected by the capabilities noted in this report.</p>

5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no direct Communications & Engagement implications associated with this report.	
5.11 5.11.1	<b>Legal</b> There are no direct Legal implications associated with this report.	
5.12 5.12.1	<b>Information Governance</b> DPIA completed Yes/No. If not applicable state reasons. N/A – Report does not contain/relate to personal data	
5.13 5.13.1	<b>Equalities</b> EHRIA completed Yes/No. If not applicable state reasons. N/A – Report does not affect E&HR.	
5.14 5.14.1	<b>Service Delivery</b> There are no direct key Service Delivery implications arising from this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Deputy Chief Officer Corporate Services
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<del>Substantial</del> /Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	The report pertains to SFRS's internal organisational capabilities and capacity for change.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Not applicable	
<b>Prepared by:</b>		Curtis Montgomery, Head of Portfolio Office
<b>Sponsored by:</b>		Sarah O'Donnell, Deputy Chief Officer
<b>Presented by:</b>		Curtis Montgomery, Head of Portfolio Office
<b>Links to Strategy and Corporate Values</b>		
Linked to strategic outcomes 1, 2, 3, 5 and 6.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Strategic Planning and Change Committee</i>		<i>29 July 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For scrutiny</i>

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



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

Report No: C/SPCC/15-25

Agenda Item: 9.1

Report to:		STRATEGIC PLANNING AND CHANGE COMMITTEE						
Meeting Date:		29 JULY 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>	<u>F</u>
1	Purpose							
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPCC) with an update 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> <p><b>Cost:</b></p> <ul style="list-style-type: none"><li>Costs from latest approved baselined business case measured against forecast completion costs.</li><li>Measure will be in £1,000s.</li><li>Target is no more than 5% overspend variance from baselined costs.</li></ul> <p><b>Time:</b></p> <ul style="list-style-type: none"><li>Baseline completion date contained within the latest approved project dossier, compared with latest thinking forecast (LTF).</li><li>Measure will be in time, i.e. months.</li><li>Target is no more than 10% variance from baselined duration.</li></ul> <p><b>Financial benefits:</b></p> <p>Cashable benefits realised, measured in £1,000s.</p> <p>Target is to track delivery of expected cashable benefits against the latest approved business case.</p> <p>Benefit profiles will be agreed as part of business case approval and a benefit realisation plan will be derived for each change activity based on these. Tracking and Realisation milestones will be added to the Project Plan to define the benefit reporting period applicable for each.</p>							
2.2	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.							

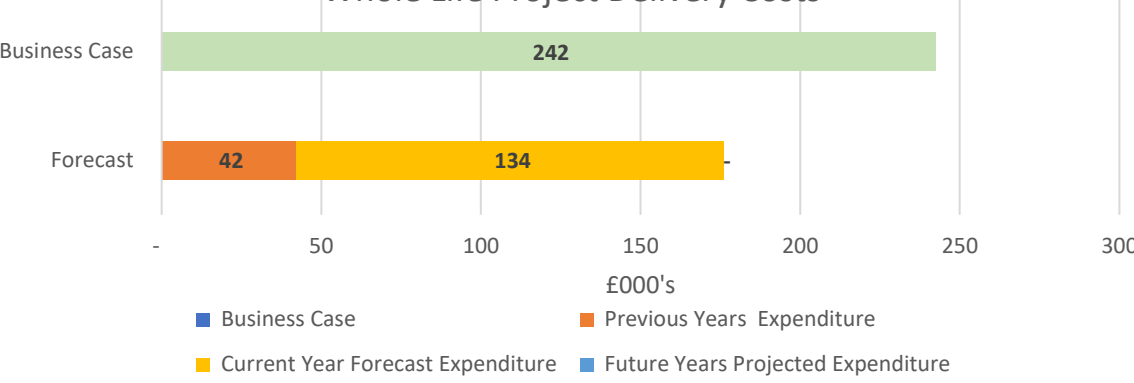
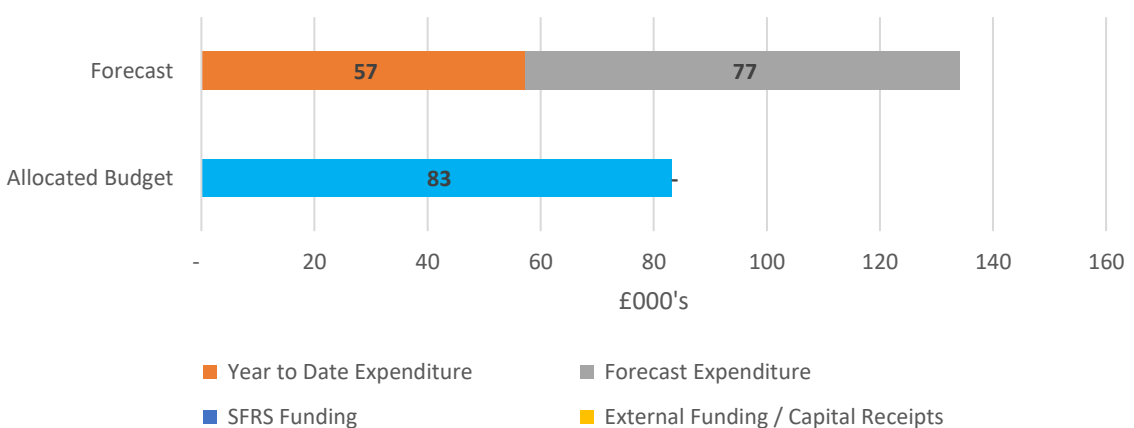
3	Main Report/Detail
3.1	Performance relating to cost, time and financial benefits is monitored in relation to discrete projects and programmes through associated project and programme boards and scrutinised monthly by the Change Portfolio Progress Group (CPPG).
3.2	Performance detailed in the following graphs covers project costs for projects from inception and includes data up to the end of period 02 of the 2025/26 financial year. A breakdown is shown for each project with a recognised business case.
3.3	Data depicted in the following section is utilising the new Finance Portfolio Report format for 2025/26, period 02.
3.4	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 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.
3.5	<div><div>New Mobilising System (NMS)</div><div><div><div>Whole Life Project Delivery Costs</div><div><div><div>Business Case</div><div>Forecast</div></div><div><div><div><div>16,700</div></div><div><div><div><div>3,664</div><div>8,687</div><div>3,614</div></div></div></div></div><div><div><div>£000's</div><div><div><div>Business Case</div><div>Previous Years Expenditure</div><div>Current Year Forecast Expenditure</div><div>Future Years Projected Expenditure</div></div></div></div></div></div><div><div>Current Year Project Delivery Costs</div><div><div><div>Forecast</div><div>Allocated Budget</div></div><div><div><div><div>169</div><div>8,518</div></div><div><div><div>8,708</div></div></div></div></div><div><div><div>£000's</div><div><div><div>Year to Date Expenditure</div><div>SFRS Funding</div><div>Forecast Expenditure</div><div>External Funding / Capital Receipts</div></div></div></div></div></div></div></div></div></div></div>
3.5.1	Financials are Green, the forecast costs for this year match the budget allocated.
3.5.2	Whole life project delivery costs: forecast to be £15.965m against an approved Business Case of £16.700m, thus an underspend of £0.846m is forecast against the approved Business Case. There is the potential for some cost variation based upon actual costs to



	be incurred for Central Communication Processors requirement work and any other enabling works																														
3.5.3	Current year project delivery costs: revised annual budget forecast to be £8.708m against an allocated budget of £8.708m. Actuals for the year to date (YTD) are £0.093m, the remaining budget is expected to be spent over the remaining months of the year. Current year costs are based upon project team salaries, agency resource, technical advisor costs and supplier milestone payments incurred in Phase 1.																														
3.5.4	Previous Years Expenditure: the total spend on the project across financial years 22/23, 23/24 and 24/25 was £3.664m.																														
3.5.5	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 completed an overall benefits review in Quarter 1, following the submission of the full detailed implementation plan and will move on to development of Benefit Profiles and Realisation Plan during Summer 2025.																														
3.6	<div><b>Emergency Services Mobile Communications Programme/In-Vehicle Systems</b></div> <div><p>Whole Life Project Delivery Costs</p><table border="1"><thead><tr><th>Category</th><th>Sub-category</th><th>Value (£000's)</th></tr></thead><tbody><tr><td>Business Case</td><td>-</td><td>20,595</td></tr><tr><td>Forecast</td><td>Previous Years Expenditure</td><td>4,123</td></tr><tr><td>Forecast</td><td>Current Year Forecast Expenditure</td><td>3,245</td></tr><tr><td>Forecast</td><td>Future Years Projected Expenditure</td><td>12,516</td></tr></tbody></table></div> <div><p>Current Year Project Delivery Costs</p><table border="1"><thead><tr><th>Category</th><th>Sub-category</th><th>Value (£000's)</th></tr></thead><tbody><tr><td>Forecast</td><td>Year to Date Expenditure</td><td>71</td></tr><tr><td>Forecast</td><td>Forecast Expenditure</td><td>3,174</td></tr><tr><td>Allocated Budget</td><td>SFRS Funding</td><td>1,041</td></tr><tr><td>Allocated Budget</td><td>External Funding / Capital Receipts</td><td>2,186</td></tr></tbody></table></div>	Category	Sub-category	Value (£000's)	Business Case	-	20,595	Forecast	Previous Years Expenditure	4,123	Forecast	Current Year Forecast Expenditure	3,245	Forecast	Future Years Projected Expenditure	12,516	Category	Sub-category	Value (£000's)	Forecast	Year to Date Expenditure	71	Forecast	Forecast Expenditure	3,174	Allocated Budget	SFRS Funding	1,041	Allocated Budget	External Funding / Capital Receipts	2,186
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Allocated Budget	External Funding / Capital Receipts	2,186																													
3.6.1	Financials are Green, the forecast costs for this year match the budget allocated. The whole life project delivery costs are forecast to be £19.884m against an approved Business Case of £20.595m. Currently the implementation costs of the project are forecast to be £0.703m underspent.																														

3.6.2	Current year project delivery costs: forecast to be £3.245m against an allocated budget of £3.227m.
3.6.3	Year to date spend on the project has been £0.071m, with an additional £3.174m forecast to be spent over the remaining months of the year. 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.
3.6.4	Previous Years Expenditure: the spend on the project was £4.123m between financial years 2021/22 and 2024/25. The majority of spend related to capital purchase of Panasonic CF33 devices, followed by local resource (staff costs).
3.6.5	The programme benefits have been identified and it is proposed that benefit profiles are developed to support the realisation of these.
3.7	<div><div><b>Rostering</b></div><div><div><div><div><div><div>Whole Life Project Delivery Costs</div><div><div><div><div><div>Business Case</div><div>957</div></div><div><div>Forecast</div><div><div>555</div><div>302</div></div></div><div><div><div><div>-</div><div>200</div><div>400</div><div>600</div><div>800</div><div>1,000</div><div>1,200</div></div><div>£000's</div><div><div><div>Business Case</div><div>Previous Years Expenditure</div><div>Current Year Forecast Expenditure</div><div>Future Years Projected Expenditure</div></div></div></div></div></div></div></div><div><div><div><div><div>Current Year Project Delivery Costs</div><div><div><div><div>Forecast</div><div><div>64</div><div>238</div></div><div><div>Allocated Budget</div><div>321</div></div></div><div><div><div><div>-</div><div>50</div><div>100</div><div>150</div><div>200</div><div>250</div><div>300</div><div>350</div></div><div>£000's</div><div><div><div>Year to Date Expenditure</div><div>Forecast Expenditure</div><div>SFRS Funding</div><div>External Funding / Capital Receipts</div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div></div>
3.7.1	Financials are currently green as the project is forecasting to underspend by £0.100m in total. This underspend has occurred due to a vacancy and role mix.
3.7.2	Whole life project delivery costs: forecast to be £0.857m against an approved Business Case of £0.957m, thus an underspend of £0.100m is forecast against the approved Business Case.
3.7.3	Current year project delivery costs: forecast to be £0.302m against an allocated budget of £0.321m, thus an underspend of £0.019m is forecast. Actuals YTD are £0.064m, the remaining forecast of £0.238m is expected to be spent over the remaining months of the year.

3.7.4	Previous Years Expenditure: the spend on the project in financial years 23/24 and 24/25 was £0.555m.																
3.7.5	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. The required People policy work will be completed between June and October by the People Team. The updated policies and procedures will then go through the relevant governance processes by the end of the year which will support the realisation of benefits for this project.																
3.8	<b>Appliance Withdrawal</b>																
3.8.1	In September 2023 the first phase of the Strategic Service Review Programme implemented the temporary withdrawal of ten wholetime pumps.																
3.8.2	This delivered forecast resource budget savings of £4.0m within the 2023/2024 financial year.																
3.8.3	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.																
3.8.4	The annual year-on-year savings forecast for the ongoing temporary withdrawal of the ten wholetime pumps is £6.8m.																
3.8.5	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. Reporting will continue in terms of Temporary Withdrawal until public consultation concludes and a permanent solution is agreed/implemented.																
3.9	<p><b>People, Payroll Finance and Training (PPFT) Discovery</b></p> <p><b>Whole Life Project Delivery Costs</b></p> <table border="1"> <thead> <tr> <th>Category</th> <th>Value (£000's)</th> </tr> </thead> <tbody> <tr> <td>Business Case</td> <td>0</td> </tr> <tr> <td>Forecast</td> <td>2,916</td> </tr> <tr> <td>Current Year Forecast Expenditure</td> <td>736</td> </tr> </tbody> </table> <p><b>Current Year Project Delivery Costs</b></p> <table border="1"> <thead> <tr> <th>Category</th> <th>Value (£000's)</th> </tr> </thead> <tbody> <tr> <td>Forecast</td> <td>36</td> </tr> <tr> <td>Allocated Budget</td> <td>700</td> </tr> <tr> <td>SFRS Funding</td> <td>989</td> </tr> </tbody> </table>	Category	Value (£000's)	Business Case	0	Forecast	2,916	Current Year Forecast Expenditure	736	Category	Value (£000's)	Forecast	36	Allocated Budget	700	SFRS Funding	989
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3.9.1	PPFT Discovery will be followed by a new Full Business Case (FBC) detailing follow on works. PPFT Discovery is scheduled to close at the end of the discovery exercise.												
3.10	<p data-bbox="300 286 807 320"><b>Service Delivery Review Programme</b></p> <div data-bbox="300 320 1471 768"> <p data-bbox="635 342 1139 376">Whole Life Project Delivery Costs</p>  <table border="1" data-bbox="316 376 1455 757"> <thead> <tr> <th>Category</th> <th>Value (£000's)</th> </tr> </thead> <tbody> <tr> <td>Business Case</td> <td>242</td> </tr> <tr> <td>Forecast</td> <td>42 (Previous Years Expenditure) + 134 (Current Year Forecast Expenditure)</td> </tr> </tbody> </table> </div> <div data-bbox="300 801 1471 1339"> <p data-bbox="624 835 1150 869">Current Year Project Delivery Costs</p>  <table border="1" data-bbox="316 891 1455 1317"> <thead> <tr> <th>Category</th> <th>Value (£000's)</th> </tr> </thead> <tbody> <tr> <td>Forecast</td> <td>57 (Year to Date Expenditure) + 77 (Forecast Expenditure)</td> </tr> <tr> <td>Allocated Budget</td> <td>83 (SFRS Funding)</td> </tr> </tbody> </table> </div>	Category	Value (£000's)	Business Case	242	Forecast	42 (Previous Years Expenditure) + 134 (Current Year Forecast Expenditure)	Category	Value (£000's)	Forecast	57 (Year to Date Expenditure) + 77 (Forecast Expenditure)	Allocated Budget	83 (SFRS Funding)
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Allocated Budget	83 (SFRS Funding)												
3.10.1	Financials are currently reported as Amber as the project is forecasting an overspend for 2025/26. The Allocated Budget figures report on support staff only. Overspend relates to Wholetime Firefighter (uniformed) staff that are working on the project and are being charged to it with no budget allocated to this (per CPIG).												
3.10.2													
3.10.3	Whole life project delivery costs: forecast to be £0.176m against an approved Business Case of £0.242m, thus an overall underspend of £0.066m is forecast against the approved Business Case.												
3.10.4	Current year project delivery costs: forecast to be £0.132m against an allocated budget of £0.083m.												
3.10.5	Previous Years Expenditure was £0.042m in financial year 24/25.												
3.11	Benefits: Benefit Profile development is underway. Cashable and Non-Cashable benefits have been mapped and allocated to each of the 23 change options for further profiling in due course.												
3.11.1													
3.11	<p data-bbox="300 1944 616 1977"><b>Project Cost Summary</b></p> <p data-bbox="300 1977 1471 2076">The table below summarises the variance between current business case and forecast costs for all projects and shows an overall forecast underspend of £1.555m (4.05%), which is within the 5% target.</p>												

3.11.2	It should be noted that projects and programmes without an approved business case (BC) are not included in this calculation, as no comparison can be established.					
	<b>Project/Programme</b>	<b>Current BC Costs (£1,000s)</b>	<b>Forecast Cost (£1,000s)</b>	<b>Variation to BC (£1,000s)</b>	<b>Percentage Variation</b>	<b>Trend</b>
	ESMCP/IVS	20595	19884	711	3.45%	↓
	New Mobilising System	16700	15965	735	4.40%	↓
	Rostering	957	857	100	10.45%	↑
	Appliance Withdrawal	0	0	0	0.00%	
	Service Delivery Review	185	176	9	4.86%	↑
	Total	38437	36882	1555	4.05%	↓
3.11.3	Enabling Infrastructure, Corporate Services Review and People, Payroll, Finance and Training are excluded due to no agreed Business Case.					
3.12	<b>Time</b>					
3.12.1	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.					
3.12.2	Data used in the calculation of the time KPI for 2025/26 Period 02 is provided below:					
	<b>Project/Programme</b>	<b>Original BC Duration (Months)</b>	<b>Current Approved BC / Duration (Months)</b>	<b>Forecast Duration</b>	<b>Variation to current approved BC</b>	<b>Percentage Variation</b>
	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					
	Service Delivery Review					
	Total	124	196	196	0	0.00%
	<i>*People Payroll Finance &amp; Training is excluded due to no agreed Business Case*</i>					
3.13	<b>Financial Benefits</b>					
3.13.1	Further work has been undertaken to formally record the cashable benefits delivered by the Appliance Withdrawal project.					

3.13.2	The benefits detailed below relate to the temporary withdrawal of the 10 appliances. Whilst this continues, it represents a saving of approximately £6.8m per year.																																
3.13.3	<p>The cumulative benefit from when the project started would therefore be £3.975m for the 2023/2024 financial year and a further £6.814m for the fiscal year 2024/2025 to date. No other project within the Change Portfolio has delivered cashable benefits for years 23/24 and 24/25, which is in line with the approved business cases.</p> <table><tr><th>Project/Programme Benefits</th><th>23/24 (£1,000s)</th><th>24/25 (£1,000s)</th><th>Benefits Realised to Date (£1,000s)</th></tr><tr><td>ESMCP/IVS</td><td>0</td><td>0</td><td>0</td></tr><tr><td>New Mobilising System</td><td>0</td><td>0</td><td>0</td></tr><tr><td>Rostering</td><td>0</td><td>0</td><td>0</td></tr><tr><td>Appliance Withdrawal</td><td>3975</td><td>6814</td><td>10789</td></tr><tr><td>PPFT (Discovery)</td><td></td><td></td><td></td></tr><tr><td>Service Delivery Review</td><td></td><td></td><td></td></tr><tr><td>Total</td><td>3975</td><td>6814</td><td>10789</td></tr></table>	Project/Programme Benefits	23/24 (£1,000s)	24/25 (£1,000s)	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	PPFT (Discovery)				Service Delivery Review				Total	3975	6814	10789
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3.13.4	Outwith the Change Portfolio, work has been ongoing by Finance to merge the different SFRS pension funds into a single Local Government Pension Scheme (LGPS). The pensions of Support and Operations Control Staff had been administered by one of eight Pension Funds responsible for the LGPS in Scotland for SFRS staff. The continued reliance on multiple different Pension Funds presented SFRS with significant costs and financial risk.																																
3.13.5	The Strathclyde Pension Fund has been selected as the most beneficial Fund to administer the pensions of SFRS’s employees. This is due to the low level of Employer Contribution rates it has set at present, and its success in generating a high level of income through investments. This exercise delivered £0.697m of savings in 2024/25 and is projected to achieve a further £1.709m of savings in 2025/26. This will give total savings of £2.406m.																																
3.14	<b>Projects Currently Outside of Business Case Governance</b>																																
3.14.1	<p>The report presented excludes the following programmes that are currently incurring costs however are excluded from reporting due to no formal approved business case.</p> <ul style="list-style-type: none"><li>• Enabling Infrastructure</li><li>• Corporate Services Review</li></ul>																																
3.15	<b>Next Steps</b>																																
3.15.1	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 will be brought 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 will be included once core information/charts are embedded into the process.																																
4	<b>Recommendation</b>																																
4.1	The Strategic Planning and Change Committee are asked to scrutinise the Portfolio Office report on the agreed KPIs.																																

<b>5</b>	<b>Key Strategic Implications</b>	
5.1	<b>Risk Appetite and Alignment to Risk Registers</b>	
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 have adopted the approved business change lifecycle and its associated artefacts.	
5.2	<b>Financial</b>	
5.2.1	There are no direct key financial implications arising from this report.	
5.3	<b>Environmental &amp; Sustainability</b>	
5.3.1	There are no direct key environmental & sustainability implications arising from this report.	
5.4	<b>Workforce</b>	
5.4.1	There are no direct key workforce implications arising from this report.	
5.5	<b>Health &amp; Safety</b>	
5.5.1	There are no direct key health and safety implications arising from this report.	
5.6	<b>Health &amp; Wellbeing</b>	
5.6.1	There are no direct health and wellbeing implications arising from this report.	
5.7	<b>Training</b>	
5.7.1	There are no direct key training implications arising from this report.	
5.8	<b>Timing</b>	
5.8.1	There are no direct key timing implications arising from this report.	
5.9	<b>Performance</b>	
5.9.1	Performance with respect to the KPIs presented in the report is monitored monthly.	
5.10	<b>Communications &amp; Engagement</b>	
5.10.1	There are no direct key communication and engagement implications arising from this report.	
5.11	<b>Legal</b>	
5.11.1	There are no direct key legal implications arising from this report.	
5.12	<b>Information Governance</b>	
5.12.1	DPIA completed: No. Report is provided for scrutiny	
5.13	<b>Equalities</b>	
5.13.1	EHRIA completed: No. Report is provided for scrutiny.	
5.14	<b>Service Delivery</b>	
5.14.1	There are no direct key Service Delivery implications arising from this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Deputy Chief Officer Corporate Services Andy Watt, Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient



7.3	<b>Rationale:</b>	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 02.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Not applicable	
<b>Prepared by:</b>		Sean McCluskey, Reporting and Management Information Lead
<b>Sponsored by:</b>		Sarah O'Donnell, Deputy Chief Officer Corporate Services Andrew Watt, Deputy Chief Officer
<b>Presented by:</b>		Curtis Montgomery, Head of Portfolio Office
<b>Links to Strategy and Corporate Values</b>		
Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Change Portfolio Investment Group</i>		<i>25 June 2025</i>
<i>Strategic Planning and Change Committee</i>		<i>29 July /2025</i>
		<b>Report Classification/ Comments</b>
		<i>For Scrutiny</i>
		<i>For Scrutiny</i>

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



Report No: C/SPCC/16-25

Agenda Item: 9.2

Report to:		STRATEGIC PLANNING AND CHANGE COMMITTEE						
Meeting Date:		29 JULY 2025						
Report Title:		COMMITTEE QUARTERLY PERFORMANCE – 2024-25 Q4						
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
1	<b>Purpose</b>							
1.1	To provide members with the end of year quarter performance of <b>KPIs 43 - 45</b> for fiscal year 2024-25.							
2	<b>Background</b>							
2.1	The Performance Management Framework (PMF) 2023/24 defines how we, the Scottish Fire and Rescue Service (SFRS), manage our performance and how we use performance information to inspire change and improvement.							
2.2	56 quarterly indicators and 9 national indicators were identified across directorates to provide senior leaders, committees and the SFRS Board with relevant information on our performance to support their role in scrutinising the Service and accounting to the people of Scotland for how we perform in delivering our Strategic Plan Outcomes.							
2.3	The quarterly performance dashboard (& report) provide an overview for those indicators and through the use of statistical process control charts (SPC) alerts stakeholders to situations deteriorating or improving or where performance is stable and in control.							
3	<b>Main Report/Detail</b>							
3.1	This paper covers all performance indicators stated in the PMF intended for scrutiny by the Change Committee.							
3.2	Due to recent changes in the methodology for the Portfolio Delays (KPI 43), Portfolio Overspend (KPI 44), and Portfolio Cashable Benefits (KPI 45) KPIs, these were reset to begin in June 2024 with monthly updates.							
4	<b>Recommendation</b>							
4.1	Members are invited to scrutinise the contents of this, question KPI performance and provide feedback on practical use of reporting to ensure continuous development of user experience. The live version of the report can be accessed through the Governance area of the <a href="#">Power BI Landing Page</a> .							
5	<b>Key Strategic Implications</b>							
5.1	<b>Risk Appetite and Alignment to Risk Register</b>							
5.1.1	SPPC001 - Service Performance Management – High Risk There is a risk of the service not consistently providing accurate performance management							

	information from some sources due to inaccurate data or inadequate systems resulting in loss of confidence in reporting service performance.	
5.1.2	Appetite - In relation to our internal governance, including systems of controls and data governance, SFRS has a Cautious appetite.	
5.2	<b>Financial</b>	
5.2.1	There are no specific financial issues raised within this paper.	
5.3	<b>Environmental &amp; Sustainability</b>	
5.3.1	There are no specific Environmental & Sustainability implications addressed in this paper.	
5.4	<b>Workforce</b>	
5.4.1	There are no Workforce implications addressed in this paper.	
5.5	<b>Health &amp; Safety</b>	
5.5.1	There are no specific Health and Safety implications addressed in this paper.	
5.6	<b>Health &amp; Wellbeing</b>	
5.6.1	There are no specific Health and Wellbeing implications addressed in this paper.	
5.7	<b>Training</b>	
5.7.1	There are no Training implications addressed in this paper.	
5.8	<b>Timing</b>	
5.8.1	Some performance indicators rely on manual collation of data and are a 'snapshot' in time (2/3 weeks ahead of scrutiny) and may be subject to change dependant on relevant business areas business practices.	
5.9	<b>Performance</b>	
5.9.1	All performance measures reported are linked to Strategic Outcomes 5.	
5.10	<b>Communications &amp; Engagement</b>	
5.10.1	There are no specific Communications & Engagement implications addressed in this paper.	
5.11	<b>Legal</b>	
5.11.1	There are no specific Legal implications addressed in this paper.	
5.12	<b>Information Governance</b>	
5.12.1	DPIA completed - No	
5.13	<b>Equalities</b>	
5.13.1	EHRIA completed - No	
5.14	<b>Service Delivery</b>	
5.14.1	There are no Service Delivery implications addressed in this paper	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell – Deputy Chief Officer, Corporate Services
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient

7.3	<b>Rationale:</b>	There are weaknesses in the current risk, governance and/or control procedures that either do, or could, affect the delivery of any related objectives. Exposure to the weaknesses identified is moderate and being mitigated.	
8	<b>Appendices/Further Reading</b>		
8.1	Appendix A: PDF copy Strategic Planning and Change Committee Performance Report		
8.2	<u>Further Reading:</u> - Link to <a href="#">Power BI Landing Page.</a>		
<b>Prepared by:</b>		Ellen Gayler, Senior Data Analyst	
<b>Sponsored by:</b>		Richard Whetton, Head of Corporate Governance, Strategic Planning, Performance and Communications Directorate	
<b>Presented by:</b>		Curtis Montgomery, Head of Portfolio Office	
<b>Links to Strategy and Corporate Values</b>			
<u>Strategy</u> Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public <ul style="list-style-type: none"><li>• Remaining open and transparent in how we make decisions.</li><li>• Improving levels of Service performance whilst providing value for money to the public.</li><li>• Improving the use of data and business intelligence to support decision making.</li></ul>			
<b>Governance Route for Report</b>		<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
Change Portfolio Progress Group		21 July 2025	For scrutiny
Strategic Planning and Change Committee		29 July 2025	For scrutiny



# SCOTTISH

## FIRE AND RESCUE SERVICE

Working together for a safer Scotland

# Change Committee Performance Report



**LIVE  
MANAGEMENT  
INFORMATION**

Latest quarter shown: **2024-25 Q4**

Previous report

All previous reports

APPENDIX A

You can use these navigational buttons to go to other pages, or use the contents panel at the left-hand side of the screen



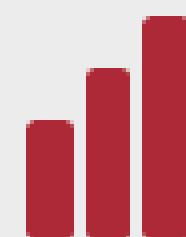
## Welcome

The Change Committee Performance Report provides a view of how the Scottish Fire and Rescue Service is performing against its corporate performance measures, as mapped against our Strategic Plan Outcomes.

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

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

Key contact: [BI@firescotland.gov.uk](mailto:BI@firescotland.gov.uk)



**BUSINESS  
INTELLIGENCE**



## LIVE MANAGEMENT INFORMATION

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



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

SPC Charts

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

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

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

How to Interpret SPC Charts - see chart - anatomy of a SPC chart

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

An **ORANGE** data point indicates special cause variation of particular concern and needing action. For example, whenever a data point falls outside of a control limit, or if 2 out of 3 data points are close to a control limit.

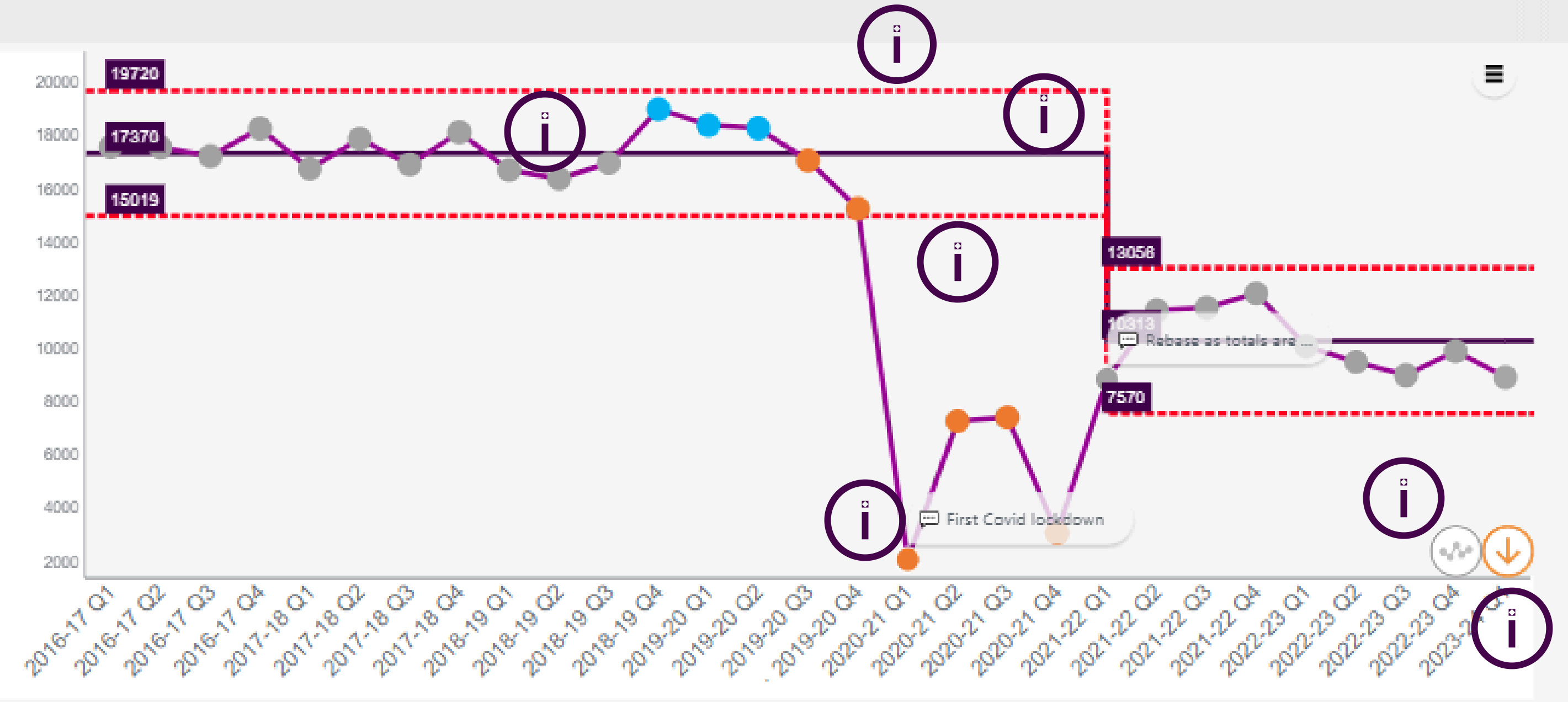
A **BLUE** data point indicates where improvement appears to lie.

A **GREY** data point indicates no significant change (common cause variation) as well as the baseline.

The following variation icons will also appear on each SPC chart:

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

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



Above: anatomy of a SPC chart

Data source for this report:

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



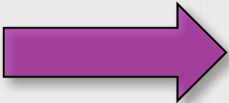
Frequency of update:

This report will be updated quarterly.



**OUTCOME 05 (Effective Governance & Performance)**

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

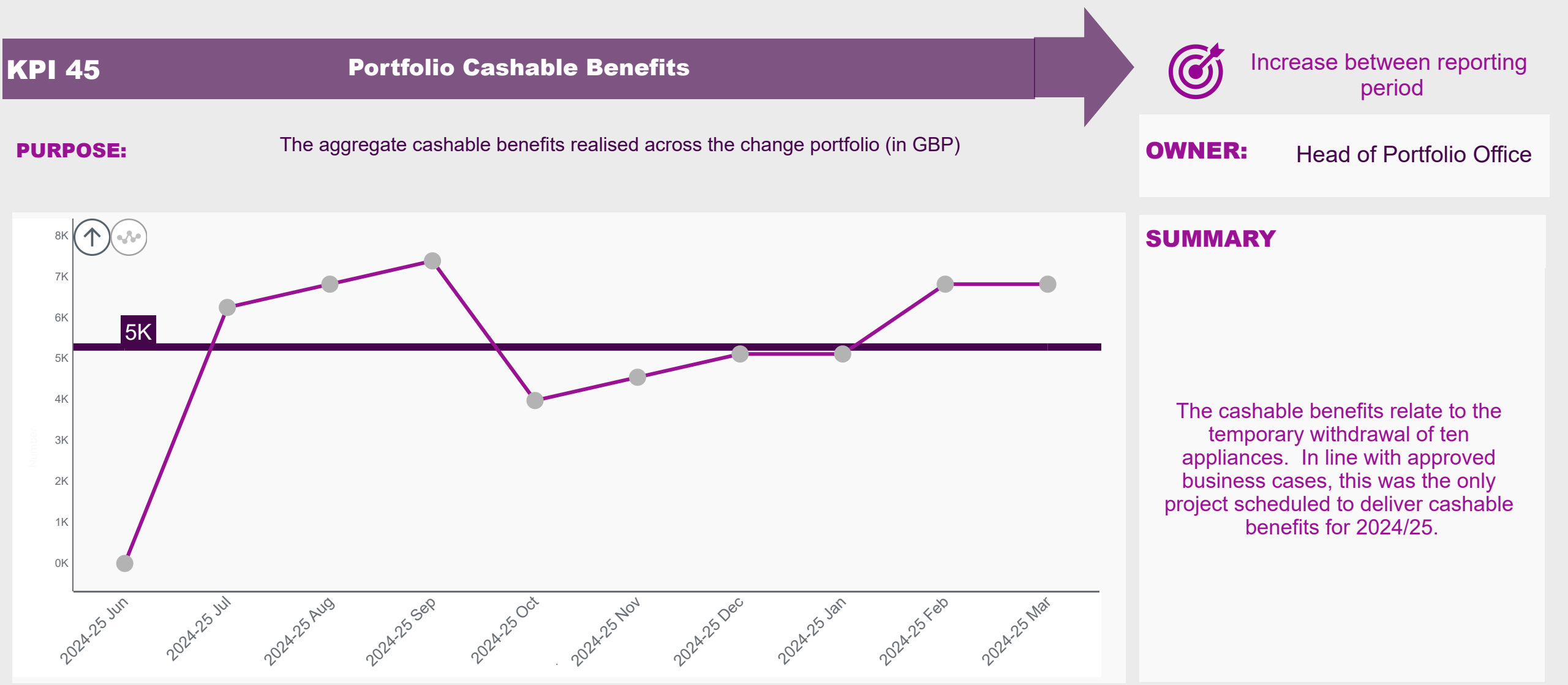
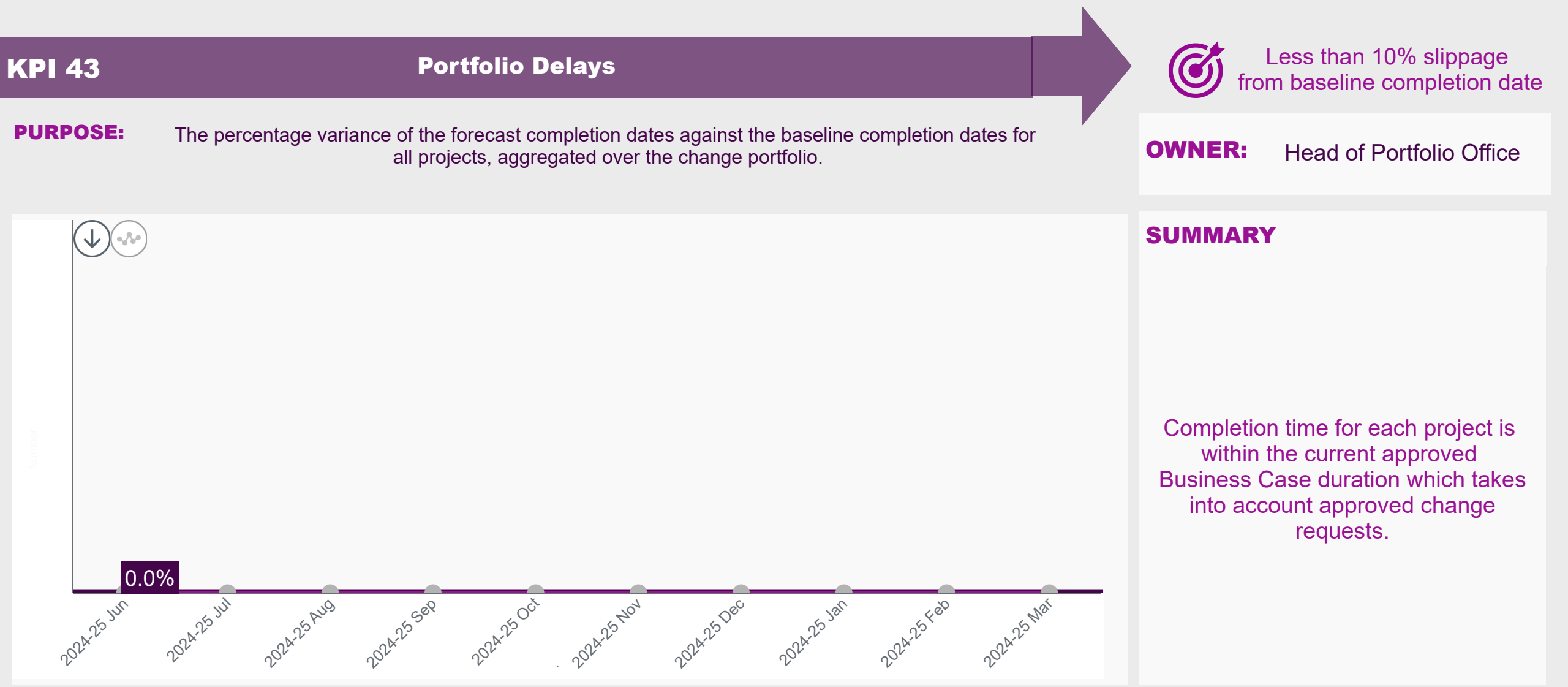




We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

KPI ▲	Indicator	Purpose	Geography	Frequency	Target	Business Area
43	Portfolio Office baseline completion dates vs latest forecast dates	The percentage variance of the forecast completion dates against the baseline completion dates for all projects, aggregated over the change portfolio.	National	Quarterly	Less than 10% slippage from baseline completion date	Portfolio Office
44	Portfolio Office baseline cost vs forecast completion costs	The percentage variance of the forecast completion costs against the baseline completion costs for all projects, aggregated over the change portfolio.	National	Quarterly	Less than 5% slippage from baseline cost	Portfolio Office
45	Portfolio Office cashable benefits realised	The aggregate cashable benefits realised across the change portfolio (in GBP)	National	Quarterly	Increase between reporting period	Portfolio Office







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

## How to navigate your way around this report:

You can use the navigational buttons on the left-hand/top of each page to return to the home page, go to the next page, return to the previous page, go to the Help page, or go to the About page.

## How to interact with the report:

Power BI reports and dashboards are very interactive; this means you'll be able to interrogate the data yourself to look into certain periods or areas.

- Look out for the hint buttons on pages, which tell you how you can interact with the dashboard:



- You can view the details of data that make up a visualisation by **hovering over a chart/visual** (e.g. a point on a map or bar/line on a chart).
- You can change how a visual looks by sorting it, for example by numeric values or text data. To sort a visual, first select it and then click on the **More actions** (...) button on the visual, which will bring up the sorting options. Power BI reports retain the filters, slicers, sorting, and other data view changes that you make.
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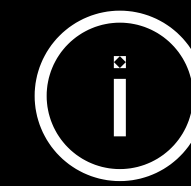
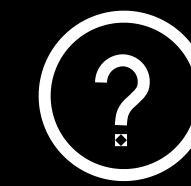
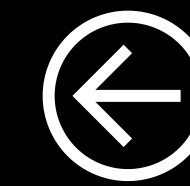
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# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



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

Report No: C/SPCC/17-25

Agenda Item: 10.1

Report to:		STRATEGIC PLANNING AND CHANGE COMMITTEE						
Meeting Date:		29 JULY 2025						
Report Title:		PORTFOLIO RISK SUMMARY REPORT						
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee with an overview of key risks within the portfolio and its constituent projects and programmes.							
<b>2</b>	<b>Background</b>							
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.							
2.2	The risk information within this report has been collated utilising the Risk Registers maintained by each project and programme within SFRS's risk management tool, WRIKE. The Risk Registers utilise the corporate Risk Management template and include alignment to strategic outcomes and consideration of risk appetite.							
<b>3</b>	<b>Main Report/Detail</b>							
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.							
3.2	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.							
3.3	A portfolio level risk register has been developed which records 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"> <li>Funding and resourcing of change across SFRS;</li> <li>Overly optimistic planning and assumptions around resource; and</li> <li>Effective stakeholder engagement and change management</li> </ul>							
3.4	Key risks will be highlighted at the Change Portfolio Progress Group. Five risks from across the Portfolio have been called out and are summarised below.							
3.5	<b>New Mobilising System</b>							
3.5.1	Whilst the project remains on schedule to deliver the Integrated Control and Command							



	<p>System (ICCS) by the end of 2025, the timeline is at risk. This is due to two outstanding issues which need to be resolved and limited contingency remaining within the plan. There is reduced confidence that Session Border Controllers (SBC) will be installed and operational for testing on schedule and this will impact subsequent installation dates including the Motorola IT Health Check and testing. A replan from Motorola is expected and the project team are working with the relevant suppliers to identify appropriate solutions.</p>
3.6	<b>Service Delivery Review Programme (SDR) – Benefits Realisation</b>
3.6.1	<p>There is a red risk that SFRS does not deliver initiatives that will realise expected benefits ie cashable and non-cashable savings, due to targets not yet being fully defined amid dynamic programme constraints, resulting in ongoing or worsened budgetary pressures. Workshops on benefits are ongoing to develop and validate Benefits Profiles, complete the Programme Benefits Toolkit and support mitigation of this risk.</p>
3.7	<b>Rostering</b>
3.7.1	<p>Following a request by the rostering system supplier to re-sequence implementation, the project team have been working to re-plan the project. A change request was approved by the Project Board on 3 July 2025 for formal acceptance of the new milestones to be initiated. In the meantime, the project is continuing implementation without a formally agreed delivery plan in place. This risk is being mitigated through frequent and open dialogue with the supplier and the project team continuing to progress key activities as required. The project team are confident that the solution will be implemented by the end of 2025.</p>
3.8	<b>Optimism Bias – Planning</b>
3.8.1	<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 developing detailed plans for delivery which will 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>
3.9	<b>Change Management – Volume of Organisational Change Scheduled for Winter 2025</b>
3.9.1	<p>There is a significant amount of change scheduled across SFRS for the end of 2025. This includes implementation of the new 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. Much of this will take place between mid-October and mid-December which falls over a particularly busy period for the Service. There is a risk of impacted stakeholders having limited engagement with the planned changes because of this which could lead to lower quality of project outcomes.</p>
3.9.2	<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. Projects are taking a pro-active approach to training and engagement and seeking to ensure these are scheduled at the optimum time to encourage adoption of changes and support staff wellbeing.</p>
<b>4</b>	<b>Recommendation</b>
4.1	<p>The Strategic Planning and Change Committee is asked to scrutinise the contents of the current report, consider the risk mitigation actions within the report and provide feedback as necessary.</p>

<b>5</b>	<b>Key Strategic Implications</b>	
5.1	<b>Risk Appetite and Alignment to Risk Registers</b>	
5.1.1	As section 2.0	
5.2	<b>Financial</b>	
5.2.1	There are no direct financial implications associated with this report.	
5.3	<b>Environmental &amp; Sustainability</b>	
5.3.1	There are no direct environmental and sustainability implications arising from this report.	
5.4	<b>Workforce</b>	
5.4.1	There are no direct workforce implications arising from this report.	
5.5	<b>Health &amp; Safety</b>	
5.5.1	There are no direct Health and Safety implications associated with this report.	
5.6	<b>Health &amp; Wellbeing</b>	
5.6.1	There are no direct Health and Wellbeing implications associated with this report.	
5.7	<b>Training</b>	
5.7.1	There are no direct Training implications associated with this report.	
5.8	<b>Timing</b>	
5.8.1	There are no direct Timing implications associated with this report.	
5.9	<b>Performance</b>	
5.9.1	There are no direct Performance implications associated with this report.	
5.10	<b>Communications &amp; Engagement</b>	
5.10.1	There are no direct Communications and Engagement implications associated with this report.	
5.11	<b>Legal</b>	
5.11.1	There are no direct Legal implications associated with this report.	
5.12	<b>Information Governance</b>	
5.12.1	A Data Protection Impact Assessment is not required as there is no personal/sensitive information within this report.	
5.13	<b>Equalities</b>	
5.13.1	An Equalities Impact Assessment is not required as there is no personal/sensitive information within this report.	
5.14	<b>Service Delivery</b>	
5.14.1	There are no direct key Service Delivery implications arising from this cover paper.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Deputy Chief Officer Corporate Services Andy Watt, Deputy Chief Officer
7.2	<b>Level of Assurance:</b>	<del>Substantial</del> /Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	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.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	None.	
<b>Prepared by:</b>		Portfolio Office
<b>Sponsored by:</b>		Sarah O'Donnell, Deputy Chief Officer Corporate Services & Andy Watt, Deputy Chief Officer
<b>Presented by:</b>		Heather Martin, Change Centre of Excellence Manager
<b>Links to Strategy and Corporate Values</b>		
The Portfolio Office links into The Risk Management Framework and forms part of the Service's Governance arrangements.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Change Portfolio Progress Group</i>		<i>16 June 2025</i>
<i>Strategic Planning and Change Committee</i>		<i>29 July 2025</i>
		<b>Report Classification/ Comments</b>
		<i>For scrutiny.</i>
		<i>For scrutiny.</i>

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



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

**Report No: C/SPCC/18-25**

**Agenda Item: 11.1**

Report to:		STRATEGIC PLANNING AND CHANGE COMMITTEE						
Meeting Date:		29 JULY 2025						
Report Title:		SFRS CHANGE MANAGEMENT AUDIT						
Report Classification:		For Scrutiny	SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose							
1.1	The purpose of this report is to provide an overview of the internal change audit management response.							
2	Background							
2.1	The Scottish Fire and Rescue Service (SFRS) is currently implementing an ambitious change programme aimed at enhancing operational effectiveness and efficiency. Given the scope and significance of this initiative, an internal audit of change management practices was conducted. This audit reviewed the approach to all organisational change including the annual operating plan, directorate plans, projects and programmes to ensure they are effectively supporting the organisation's strategic objectives, as outlined in the Strategic Plan 2022-2025.							
3	Main Report/Detail							
3.1	Control Objective 1: Governance Processes for Change Management							
3.1.1	The SFRS has established governance processes to identify, assess, and prioritise change demands, ensuring strategic alignment. Tools such as the 'New Demand Template' and 'Strategic Scoring Overview' are designed to provide necessary information for evaluating new projects and programmes. However, these tools have not been consistently utilised across current change initiatives.							
3.1.2	<b>Key Observations:</b> <ul style="list-style-type: none"><li>Lack of consistent use of the 'New Demand Template' and 'Strategic Scoring Overview'.</li><li>Absence of a commonly understood definition of business change within the organisation.</li><li>Instances of change not assessed through the Portfolio Office, leading to potential misalignment with corporate priorities.</li></ul>							
3.1.3	<b>Risks:</b> <ul style="list-style-type: none"><li>Inconsistent assessment may lead to approval of projects misaligned with strategic goals, resulting in inefficient resource use.</li><li>Without a clear definition of business change, change management may occur in silos without strategic oversight.</li></ul>							

3.1.4	<p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>• Ensure completion of the 'New Demand Template' and 'Strategic Scoring Overview' for all projects and programmes.</li> <li>• Establish a clear definition of business change to ensure all change activities follow the correct approval pathways.</li> <li>• Align change activities with the Portfolio Office processes for effective prioritisation and resource allocation.</li> </ul>
3.1.5	<p><b>Management Actions:</b></p> <ol style="list-style-type: none"> <li>1. Implement the new business case process, including the following inter-dependent activities: <ul style="list-style-type: none"> <li>• Develop and implement a definition of change matrix to ensure a commonly understood definition of business change within the organisation, defining continuous improvement initiatives, projects, and programmes.</li> <li>• Introduce a New Demand sub-process with triage and impact assessment to understand the scope, size, complexity, and scale of changes. This will provide a single-entry point for all changes, aligning plans and managing capacity, including the three-year delivery plan and strategic portfolio.</li> <li>• Update and consistently use the strategic scoring prioritisation matrix to support the ranking of changes across the organisation, ensuring alignment of all delivery plans with this approach for consistency.</li> <li>• Ensure that the Demand Template and Strategic Scoring Overview documents are completed by the respective business owners and follow governance and assurance processes.</li> </ul> </li> </ol>
3.1.6	<p><b>Current Position:</b> The new business case process, coordinated by the Portfolio Office, has been implemented and includes a new demand template and strategic scoring approach. As part of the impact assessment, a complexity model is being trialled to define the scope, size, and scale of initiatives and their governance/delivery approach. This approach is aligned with the annual planning process. All SFRS business cases are now governed through the Change Portfolio Investment Group (CPIG). The strategic scoring matrix has been updated following the approval of the SFRS strategy and is being used to assess the current strategic portfolio.</p>
3.2	<p><b>Control Objective 2: Alignment of Business Change Activity and Annual Operating Plans</b></p>
3.2.1	<p><b>Control Objective 3: Clear Vision of Change and Future Operating Model</b></p> <p>The SFRS aims to ensure effective planning and alignment of business change activities with the Annual Operating Plans (AOP). The Strategic Plan 2022-2025 outlines the organisation's strategic aims, including seven key outcomes, and references major change projects. The Three-Year Delivery Plan 2024-27, which includes the AOP for 2024-25, details the change activities and their benefits.</p>
3.2.2	<p><b>Key Observations:</b></p> <ul style="list-style-type: none"> <li>• The AOP includes 23 change activities but lacks a blueprint or vision for change outcomes.</li> <li>• The production of the AOP is not aligned with the change management governance structure.</li> <li>• ICT is the only team with an annual workplan, which is not aligned with the AOP or change programme.</li> <li>• The AOP lacks priority, measurement criteria, KPIs, and accountable individuals for change activities.</li> </ul>
3.2.3	<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Without a clear vision or blueprint, the organisation cannot define outcomes or align projects with strategic goals, leading to inefficient resource use.</li> <li>• Misalignment of the AOP with the change programme may result in unofficial changes that undermine broader initiatives.</li> </ul>

	<ul style="list-style-type: none"> <li>Lack of outcome-based milestones and KPIs hinders the ability to measure success and allocate resources effectively.</li> </ul>
3.2.4	<p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>Document a blueprint or vision for business change, setting out future operating models and transitional arrangements.</li> <li>Channel all change activity through governance processes, defining pathways for changes of different scales.</li> <li>Ensure future AOPs include clear links to the change programme, outcome-focused milestones, KPIs, and accountable individuals.</li> <li>Consider departmental workplans aligned with the AOP and change programme to understand capacity and capability.</li> </ul>
3.2.5	<p><b>Management Actions:</b></p> <ol style="list-style-type: none"> <li>Develop the first iteration of a five-year blueprint and future state model, including: <ul style="list-style-type: none"> <li>Station configurations, crewing models, and assets for front-line services.</li> <li>Services, working practices, and target operating model for corporate services.</li> <li>An overarching change roadmap with transitional architecture roadmaps.</li> <li>Further development of KPIs to support change visibility.</li> <li>Alignment of all change with the annual planning process for 2026/27.</li> </ul> </li> </ol>
3.2.6	<p><b>Current Position:</b> Planning is underway to develop the SFRS operating model or blueprint, which will include information drawn from the three strategic programmes along with organisational strategies. It will include a projected future state of station locations, corporate services structures, and the technology that supports it. Finance, Portfolio Office, Strategic Planning, and Performance are working together to review and refresh the annual planning process, which will include new demand and business case management, resourcing, prioritisation, and budgeting.</p>
3.3	<p><b>Control Objective 4: Capabilities and Capacity for Business and Cultural Change</b></p> <p>The SFRS aims to ensure it has the appropriate capabilities and capacity to support business and cultural change activities. However, an initial assessment of the change resources, skills, and capabilities currently held by SFRS has not been undertaken. Additionally, the organisation has not established the skills, capabilities, and quantum of resources required to deliver both change activities and business-as-usual (BAU) operations in the medium and long term.</p>
3.3.1	
3.3.2	<p><b>Key Observations:</b></p> <ul style="list-style-type: none"> <li>No formal resource planning and management process to ensure appropriate resources and skills for approved change activities.</li> <li>Lack of systematic approach to strategic resource and skills planning for business change activities.</li> <li>Resourcing gaps within projects and programmes, with ICT reporting 30 FTE vacancies in August 2024.</li> </ul>
3.3.3	<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>Without a resource gap analysis or processes to establish resource requirements, programmes and projects may be under-resourced, leading to delays and failure to realise expected savings and efficiencies.</li> </ul>
3.3.4	<p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>Implement formal resource planning and management processes for all business change activities.</li> <li>Perform a skills gap analysis to identify available resources for the change programme.</li> <li>Ensure resource and skill requirements are identified in business cases to determine the necessary skills, capabilities, timing, and quantum of resources.</li> </ul>

<p>3.3.5</p>	<ul style="list-style-type: none"> <li>Regularly review resource planning to optimise delivery and cost management.</li> </ul> <p><b>Management Actions:</b></p> <ol style="list-style-type: none"> <li>Further develop resource planning, capacity management, and scheduling, implementing a standard approach across all change activities: <ul style="list-style-type: none"> <li>Introduce a combined annual planning process that provides a unified view of change, including the AOP and Strategic Change Portfolio.</li> <li>Identify resourcing requirements for all change activities, particularly for specialist shared resources, through resource plans required before each project phase.</li> <li>Utilise PPM systems and tools to capture plans and manage demand by aggregating resources by type and measuring against departmental capacity, creating a prioritised schedule that aligns change with available resources.</li> <li>Provide management information for the Change Portfolio Progress Group (CPPG) and CFIG to offer visibility of resource constraints and inter-dependencies, supporting informed prioritisation decisions.</li> </ul> </li> </ol>
<p>3.3.6</p>	<p><b>Current Position:</b> A planning and resourcing approach has been developed for the strategic portfolio to project resource demand and utilisation. This approach captures project resources from multiple areas of the organisation and aligns with delivery plans. Discussions are ongoing to optimise the use of the Wrike system, also used by the Digital and Technology Service (DaTS), to develop a joined-up resourcing model. Resource utilisation reports are being developed and reported through CPPG for prioritisation, currently utilised for the Strategic Portfolio, with discussions on a wider approach to align the organisation's change resources.</p>
<p>3.4</p>	<p><b>Control Objective 5: Processes for Identifying, Managing, and Monitoring Benefits</b></p> <p>The SFRS aims to have adequate processes in place to identify, manage, and monitor both quantitative and qualitative benefits arising from change activities. While there is no single benefits management and realisation policy document, the Benefits Management Toolkit and Benefits Profile document provide significant detail on the benefits management process. These documents are required for all projects and programmes.</p>
<p>3.4.1</p>	<p><b>Key Observations:</b></p> <ul style="list-style-type: none"> <li>The Benefits Profile document includes information on how benefits support programme/organisation objectives, baseline performance levels, potential issues/risks, and measurement of impact.</li> <li>The Benefits Management Toolkit details the benefits management process.</li> <li>These documents are not consistently used, despite significant resources dedicated to ongoing programmes.</li> <li>Some stand-alone projects, like the Rostering project, have detailed benefits presentations but do not use the required benefits management documents.</li> <li>The ESMCP IVS programme has a benefits document that lacks baseline data or measurable benefits.</li> <li>Change governance has not identified or addressed these process shortcomings, and it is unclear which governance group is responsible for benefits plans.</li> </ul>
<p>3.4.2</p>	<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>Inconsistent use of benefits management processes may result in poorly defined and managed benefits, leading to unachieved expected benefits and strategic goals.</li> </ul>
<p>3.4.3</p>	<p><b>Recommendations:</b></p> <ul style="list-style-type: none"> <li>Ensure all approved business change projects and programmes comply with the benefits toolkit and benefits profile document.</li> <li>Implement formal benefits identification and realisation processes, setting out benefits in business cases and tracking them throughout the project lifecycle.</li> </ul>

<p>3.4.4</p> <p>3.4.5</p>	<ul style="list-style-type: none"> <li>• Ensure regular monitoring and reporting of benefits to CPPG and CPIG.</li> </ul> <p><b>Management Actions:</b></p> <ol style="list-style-type: none"> <li>1. Fully implement the agreed benefits management process and supporting toolkits for all major changes, ensuring the following elements are documented and agreed through governance:             <ul style="list-style-type: none"> <li>• Benefits profiles detailing how benefits will be achieved, capturing the who, what, how, when, and by what method for each benefit.</li> <li>• SMART benefits KPIs with baseline measures, targets for improvement, and dates for realisation.</li> <li>• RACI matrix identifying accountability and responsibility for benefits realisation.</li> <li>• Benefits realisation plan with milestone dates and associated tasks or activities.</li> <li>• Management report to aggregate benefits across all change activities.</li> </ul> </li> </ol> <p><b>Current Position:</b> The benefits toolkit and RACI Matrix are complete. A Management Information, Reporting &amp; Benefits Lead joined the Portfolio Office six months ago to support and guide project and programme teams in developing benefits thinking. They are working closely with the Analysis teams to support business case development and plan to further implement the toolkits and benefits realisation plans, reporting progress to CPIG.</p>
4	<b>Recommendation</b>
4.1	The Strategic Planning and Change Committee is asked to scrutinise the contents of this report.
5	<b>Key Strategic Implications</b>
<p>5.1</p> <p>5.1.1</p>	<ol style="list-style-type: none"> <li>1. <b>Lack of Cohesion in Internal Processes:</b> <ul style="list-style-type: none"> <li>• <b>Implications:</b> This can lead to fragmented efforts and inconsistent application of change management practices, reducing overall effectiveness and efficiency.</li> </ul> </li> <li>2. <b>Prioritisation of Change:</b> <ul style="list-style-type: none"> <li>• <b>Implications:</b> Without prioritisation, resources may be spread too thin, leading to delays or failures in critical projects. This can also cause misalignment with strategic goals, wasting time and resources on less important initiatives.</li> </ul> </li> <li>3. <b>Undefined Business Change:</b> <ul style="list-style-type: none"> <li>• <b>Implications:</b> The absence of a clear definition can cause confusion and inconsistency in how changes are managed. This may result in some initiatives being overlooked or not receiving the necessary strategic oversight, leading to inefficiencies and potential conflicts.</li> </ul> </li> <li>4. <b>Resource Planning and Management:</b> <ul style="list-style-type: none"> <li>• <b>Implications:</b> Without a strategic approach to resource planning, the organisation may face shortages in critical skills and capabilities. This can delay project delivery, increase costs, and reduce the quality of outcomes. It also makes it difficult to plan for future needs effectively.</li> </ul> </li> <li>5. <b>Benefits Management:</b> <ul style="list-style-type: none"> <li>• <b>Implications:</b> Weak benefits management processes can lead to a failure to realise the intended benefits of change initiatives. This can result in wasted investments and missed opportunities to improve operational effectiveness and efficiency. It also makes it challenging to measure the success of projects and programmes.</li> </ul> </li> </ol>

5.2 5.2.1	<b>Financial</b> There are no direct financial implications at this stage.	
5.3 5.3.1	<b>Environmental &amp; Sustainability</b> There are no direct environmental implications at this stage.	
5.4 5.4.1	<b>Workforce</b> There are no workforce implications at this stage.	
5.5 5.5.1	<b>Health &amp; Safety</b> There are no direct health and safety implications associated with this report.	
5.6 5.6.1	<b>Health &amp; Wellbeing</b> There are no direct health and wellbeing implications at this stage.	
5.7 5.7.1	<b>Training</b> Members of the Portfolio Office are working to develop new skills and expertise relating to P3M3.	
5.8 5.8.1	<b>Timing</b> To be agreed.	
5.9 5.9.1	<b>Performance</b> Performance of Change across SFRS is directly affected by the capabilities that will be reviewed during the P3M3 assessment.	
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no direct Communications & Engagement implications associated with this report.	
5.11 5.11.1	<b>Legal</b> There are no direct Legal implications associated with this report.	
5.12 5.12.1	<b>Information Governance</b> N/A – Report does not contain/relate to personal data	
5.13 5.13.1	<b>Equalities</b> N/A – Report does not affect E&HR.	
5.14 5.14.1	<b>Service Delivery</b> There are no direct key Service Delivery implications arising from this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Deputy Chief Officer Corporate Services
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<del>Substantial</del> / <b>Reasonable</b> / <del>Limited</del> / <del>Insufficient</del>
7.2	<b>Rationale:</b>	The report pertains to SFRS's internal organisational capabilities and capacity for change.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A - Internal Audit Change Management Report	



# OFFICIAL

Prepared by:	Curtis Montgomery, Head of Portfolio Office	
Sponsored by:	Sarah O'Donnell, Deputy Chief Officer Corporate Services	
Presented by:	Curtis Montgomery, Head of Portfolio Office	
Links to Strategy and Corporate Values		
Linked to strategic outcomes 1, 2, 3, 5 and 6.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Portfolio Progress Group	16 June 2025	For scrutiny
Strategic Planning and Change Committee	29 July 2025	For scrutiny



# Scottish Fire and Rescue Service

Internal Audit Report 2024/25

Change Management

May 2025



# Scottish Fire and Rescue Service

## Internal Audit Report 2024/25

### Change Management

Executive Summary	1
Management Action Plan	6
Appendix A – Definitions	18
Appendix B – Change Activity from Annual Operating Plan	19

Audit Sponsor	Key Contacts	Audit team
Liz Barnes, Director of People, Interim Deputy Chief Officer (Corporate Services)	Curtis Montgomery, Head of Portfolio Office	Gary Devlin, Partner Paul Kelly, Head of Cyber Services Dominic O’Neill, Senior Auditor

# Executive Summary

## Conclusion

**SFRS has an ambitious change programme that is designed to enhance operational effectiveness and efficiency. This includes a variety of projects and programmes with the aim of supporting the organisation's strategic objectives as detailed in the Strategic Plan 2022-2025.**

**Our review has identified several areas of good practice including the range of well-developed project management documents which will aid the change management process. Additionally, organisational strategic aims consider change as a core aspect at the heart of the organisation's strategy. Programme Boards are in place for all programmes, These meet regularly, have formal Terms of References and receive frequent updates on risks and issues.**

**Our review identified several significant weaknesses that the Service needs to address. Without doing so, the organisation is unlikely to have structures, processes and the necessary organisational culture and leadership in place to deliver business change effectively The issues set out, below, contribute to challenges in delivering change.**

**A key weakness we observed is the lack of cohesion in internal processes. Our audit work identified a lack of consistency in approach to business change, a lack of a blueprint/vision on the organisation's future state, no prioritisation of change and a need to embed a consistent business change culture within the Service which is underpinned by strategic leadership.**

**We did not gain assurance that current processes and behaviours ensure all change is routed through the change management process and aligns with wider strategic and operational planning. Our review identified that significant change activity is set out within the Annual Operating Plan. However, this is not consistent with the activity of the change programme. There is no prioritisation of any change activity within the organisation. A causal factor in this is that there is no commonly agreed definition of what is regarded as business change within the organisation. This has resulted in the Portfolio Office not being involved in triaging all proposed business change initiatives and some change activity being managed locally rather than strategically. This is likely to result in ineffective and inefficient use of scarce resources as well as a failure to achieve value for money/Best Value.**

**The lack of consistency in approach to change has also resulted in the absence of a strategic approach to resource planning and management over change activity. We did not find any formal process in place to take the resource and skills requirements from approved business changes and assess whether this could be addressed through internal resource or recruitment activity. A common theme across projects and programmes was resource availability to support delivery.**

**Weaknesses were also identified in relation to benefits managements processes with no live projects or programmes adopting approved benefits documentation such as the Benefits Toolkit and Benefits Profile documents.**

## Background and scope

Like many public sector bodies, SFRS has an ambitious change programme that is designed to enhance operational effectiveness and efficiency.

Key priorities currently being progressed within the organisation include:

- Strategic Service Review
- Corporate Services Review
- Enabling Infrastructure.

The Service has a Portfolio Office which is responsible for ensuring formal processes and governance are in place around the project and programme delivery lifecycle.

A key element in securing effective business change is ensuring the organisation has the right skills and resources available. It is also vital that there are robust processes through which change activity is identified, approved, prioritised and governed.

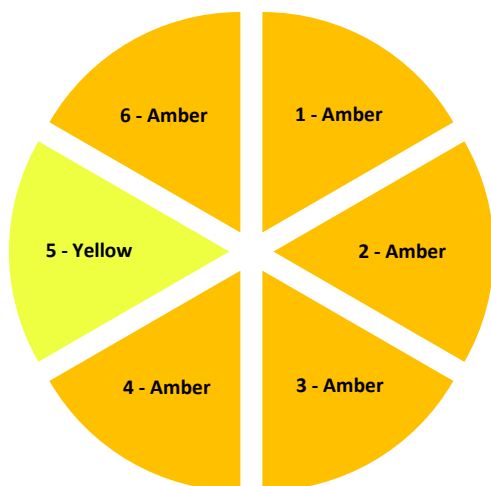
This review has assessed whether there are effective processes in place which ensures that SFRS has the appropriate organisational capacity and capability to deliver and embed business change activity. This review has assessed a sample of planned and active projects/ programmes.

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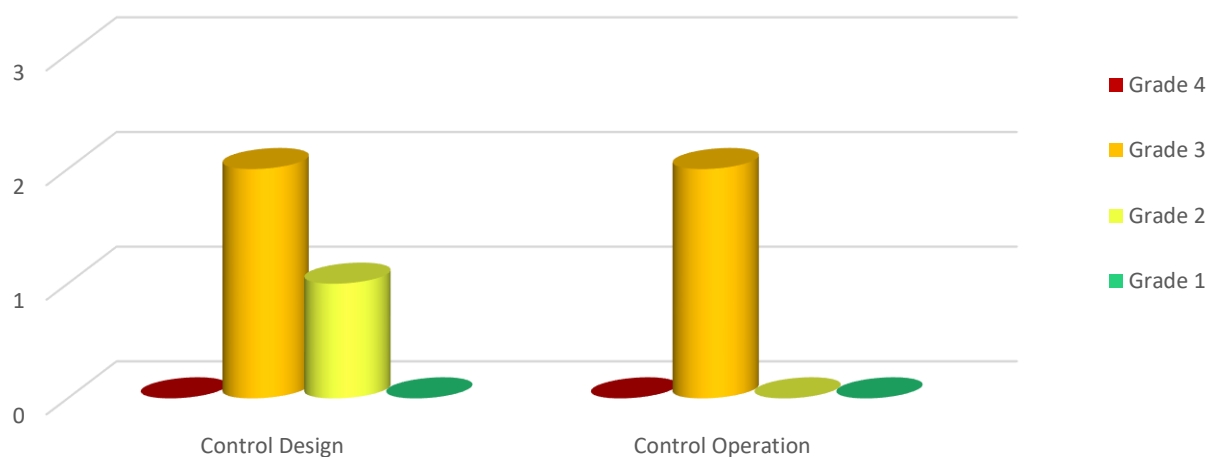
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## Control assessment



- 1. There are adequate governance processes through which change demand is identified, assessed and prioritised. All changes are assessed against an agreed future state to confirm strategic alignment.
- 2. There is effective planning to ensure business change activity and Annual Operating Plans are aligned.
- 3. Planned activity sets out a clear vision of change and future operating model to allow the organisation to determine the skills, resources and time required to support implementation.
- 4. The organisation has the appropriate capabilities and capacity in place to support business and cultural change activity.
- 5. There are effective governance processes in place for oversight of change project/programme delivery.
- 6. There are adequate processes in place to identify, manage and monitor quantitative and qualitative benefits arising from change activity.

## Improvement actions by type and priority



Five improvement actions have been identified from this review, two of which relate to compliance with existing procedures, with the remaining three improvement actions relating to the design of controls themselves. See Appendix A for definitions of colour coding.

# Key findings

## Good practice

- A number of well-developed project management documents which aid change management are in place. This includes a range of tools and frameworks to support project and programme delivery through their lifecycle.
- Organisational strategic aims consider change as a core aspect at the heart of the organisation's strategy.
- Programme Boards are in place for all programmes. The Boards meet on a regular basis and have formal Terms of References (ToR) in place.
- Risk reporting is carried out by all Programme Boards, with the Change Portfolio Progress Group regularly reviewing these and identifying the highest scoring risks.

## Areas for improvement

We have identified a number of areas for improvement which, if addressed, would strengthen SFRS's control framework. These include:

- There is a lack of consistency in the approach to and documentation of, the justification, assessment, approval and prioritisation of projects and programmes. A symptom of this is that programmes and projects do not have agreed prioritisation.
- There is no commonly understood definition of business change within the organisation. As a consequence, not all proposed business change is assessed through the Portfolio Office.
- There is an inconsistent level of understanding of change management processes across key decision makers involved in change management activity.
- There is no clear blueprint of the organisation's future operating model and how the current business change activity either ongoing or planned will allow the organisation to achieve its desired state.
- The Annual Operating Plan sets out significant change activity. However, this is not aligned to the change programme. Milestones were found to be task, rather than outcome focused.
- There has been no resources, skills and capabilities gap analysis undertaken within the organisation and there is no strategic approach to resource planning and management of business change activities.
- Change management governance structures are complex. Feedback during our audit work indicated that the complexity of governance creates a lack of clarity for stakeholders on key elements of governance process.
- Programmes and projects do not utilise the existing benefits management documentation, which is a requirement for all projects and programmes.

These are further discussed in the Management Action Plan below.



# Acknowledgements

We would like to thank all staff consulted during this review for their assistance and co-operation.

# Management Action Plan

Control Objective 1: There are adequate governance processes through which change demand is identified, assessed and prioritised. All changes are assessed against an agreed future state to confirm strategic alignment.



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## 1.1 Strategic Assessment of Projects and Programmes

Our audit work identified a lack of consistency in approach to, and documentation of, the justification, assessment, approval and prioritisation of projects and programmes.

A 'New Demand Template' is in place to provide the relevant governance groups with the requisite information to assess the merits of a proposed new project or programme. The Template requires inclusion of detail on areas such as scope and objectives of the project as well as cost and risks. The Template has sections to record approval by each of the Design Authority and CPIG. However, this has not been used by any of the current change projects or programmes.

A 'Strategic Scoring Overview' was used for the Strategic Services Review Programme (SSRP), in May 2024, but has not been used for any other change projects or programmes. The Strategic Scoring Overview includes 11 questions through which projects and programmes of work can be assessed. The structure of this document allows for prioritisation decisions to be made, with each question graded on a 0-5 basis.

A further observation was that there is no commonly understood definition of what is regarded as business change within the organisation. We would expect all business change to be triaged and assessed through the Portfolio Office, but there are many instance of change that do not flow through this pathway. For example, there is change within the Annual Operating Plan and ICT Workplan (see MAP2.1) that has not been subject to Portfolio Office assessment.

### Risk

There is a risk that if programmes and projects are not formally assessed consistently, this could result in projects and programmes being approved which do not align with corporate priorities and the wider change agenda. This may also result in ineffective or inefficient use of resources.

Without a consistent understanding of what represents business change, there is a risk that change is not managed and controlled effectively. This could result in change being progressed in silos without strategic leadership approval.

### Recommendation

To ensure consistent approach to assessment, approval and prioritisation of projects and programmes, we recommend that the New Demand Template and Strategic Scoring Overview documents are completed by the respective business owner. These should flow through relevant governance arrangements prior to any decision being taken on their approval/rejection. This will also allow for better understanding of change activity and alignment with Annual Operating Plan processes.

Having agreed priorities will also support the organisation make prioritisation-based decisions when demand exceeds financial, skills and people resource capacity.

A key enabler of this approach will be to ensure that there is a commonly understood definition of business change within the organisation. This will be pivotal in ensuring all proposed business change activity follows the correct approval pathways within the organisation. For example, upgrades of technical ICT solutions to ensure they remain in support may not be regarded as a business change and could be managed within ICT. However, the implementation of a technology solution for a business function would be regarded as a business change.

All activity that meets the criteria of business change must then follow the agreed Portfolio Office processes. This will allow the organisation to triage demand and determine their respective priority.

### Management Action

Grade 3  
(Operation)

Implement the new business case process, including the following associated inter-dependent activities:

- **Develop and implement a definition of change matrix** to ensure there is a commonly understood definition of business change within the organisation. This will provide a definition of what a continuous improvement initiative, project or programme is.
- **New Demand sub-process** with triage and impact assessment of change to understand scope, size, complexity, and scale. Provide a single-entry point for all change to help align all plans and manage capacity. This will include the three-year delivery plan and strategic portfolio.
- **Update and consistently use the strategic scoring prioritisation matrix** to support ranking of change across the organisation. Align all delivery plans with the approach to ensure consistency within delivery areas.
- **Ensure that Demand Template and Strategic Scoring Overview documents** are completed by the respective business owners and follow governance and assurance processes.

**Action owner:** Curtis Montgomery

**Interim review date:** 31 March 2026

**Due date:** 31 March 2027

Control Objective 2: There is effective planning to ensure business change activity and Annual Operating Plans are aligned.

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Amber

Control Objective 3: Planned activity sets out a clear vision of change and future operating model to allow the organisation to determine the skills, resources and time required to support implementation.

## 2.1 Future Operating Model, Strategic Aims and Resourcing

The Service's Strategic Plan 2022-2025 outlines the organisation's strategic aims, including details of the seven key outcomes. The strategy references the intention of the Service to progress with major change projects.

The Three-Year Delivery Plan 2024-27, which encompasses the Annual Operating Plan (AOP) for 2024-25, includes further detail of what change activity will be undertaken. This provides a brief description of the change and the benefits to the organisation.

The AOP sets out 23 change activities with each one containing at least one milestone. These are set out in Appendix B. Change activities represent 23 of 39 total activities within the AOP. Despite the large volume of change activity set out within the AOP, the organisation has not produced a blueprint or vision of what change is or what the outcomes of change activities will be, either collectively or individually.

We also noted that the production of the AOP is not aligned to the change management governance structure or processes. We were unable to reconcile change activity within the AOP to the change programme.

ICT is the only team within the Service that has developed an annual workplan, this being presented to the Corporate Board in August 2024. The ICT workplan sets out the various core and corporate activities that the ICT team is involved in. We noted that this workplan has not been agreed or prioritised with the Portfolio Office and is not aligned to approved change activity either within the AOP or change programme.

The weaknesses of the AOP and the slower progress than expected are indicative of a lack of agreed and consistent business change culture within organisation leadership.

We also noted from our review of the AOP that, in some instances, activity is regarded as change when it is more likely to be business as usual activity. For example, the introduction of a skills or training framework with a requirement to finalise a draft and undergo governance approval.

Our review also identified the following weaknesses regarding the AOP as regards the change agenda within the Service:

- It is not clear what priority any of the listed change activities have.
- There is no measurement criteria or Key Performance Indicators (KPIs) included within the AOP.
- There is no reference to the previous year's Annual Operating Plan and the achievement of prior objectives or continuation of objectives.

- No accountable individual is listed against any of the change activities, with responsible departments listed instead.

## **Risk**

Without a clear Service-wide vision or blueprint on what business change activity is expected to deliver, the organisation will not be able to clearly define outcomes or agree the projects and programmes that are necessary to achieve this. The organisation will also not have a baseline for determining whether proposed activity aligns with agreed strategy and outcomes. This could result in projects and programmes being approved which do not maximise contribution to the efficiency and effectiveness of the organisation.

By not aligning the AOP to the change programme, there is a risk of maverick behaviour within the organisation and unofficial business change being progressed. This could undermine wider business change initiatives, consume scarce resources and delay progress to business change activities.

There is also a risk that, without outcome based milestones, the organisation will not be able to measure whether the AOP has been successfully delivered. It will also not allow the organisation to determine the skills and resources needed to deliver business change and may result in appropriate allocation of resources.

## **Recommendation**

We recommend that a blueprint or vision is documented by the organisation. This should form the basis on which proposed projects and programmes are assessed. The blueprint/vision should set out what the organisation wishes to achieve from business change activity and set out a future operating model that projects and programmes must align with. This should also set out a roadmap for how this will be achieved including transitional arrangements over the course of implementing business change activity.

We recommend that all change activity is channelled through change governance processes. It will be important for the organisation to clearly define what is regarded as change activity and identify pathways for changes of different scale/complexity. This will allow the organisation to more carefully manage change activity and ensure that the organisation has the capacity to deliver both core services/business as usual as well as change. Only that activity approved through change governance should be included in the AOP. Where unapproved change is identified, this should be paused and subject to a formal governance process to determine next steps.

We also recommend that future versions of the AOP contain:

- clear links to the approved change programme
- milestones that are outcome rather than task focused. This will allow management to determine whether the activity has been realised its intended outcomes.
- KPIs to allow progress to be measured.
- details of accountable individuals for each agreed activity

Management should also consider whether all departments should have their own workplans that are aligned with the AOP and change programme. This may support the organisation better understand capacity and capability available to support delivery of the change programme.

**Management Action**

Develop the first iteration of a five-year blueprint and future state model for the organisation, indicating its future working practices and processes, the information it requires, and the technology needed to deliver the capability described in the vision statement. This includes an articulation of:

- **Station configurations, crewing models, and assets** required to deliver front-line services.
- **The services, working practices, and overall target operating model** for corporate services.
- **An overarching change roadmap** setting out the main objectives, with a defined set of transitional architecture roadmaps that identify the “as-is” position and help navigate the organisation to the future state over multiple years.
- **Further develop KPIs** to support the visibility of change.
- **All change linked to the annual planning process** – The annual planning process will be further developed to ensure alignment across financial, strategic and change planning for 26/27.

**Action owner:** Sarah O'Donnell

**Interim review date:** 31 March 2026

**Due date:** 31 March 2027

## Control Objective 4: The organisation has the appropriate capabilities and capacity in place to support business and cultural change activity.

Amber

### 4.1 Resources, Skills and Capabilities Issues

An initial assessment of the change resources, skills and capabilities SFRS currently holds has not been undertaken. In addition, while the organisation is committed to deliver significant change activity, it has not undertaken an exercise to establish the skills, capabilities and quantum of resource required to deliver both the change activity it is committed to and BAU operations in the medium and longer term.

The organisation does not have a formal resource planning and management process to ensure that the approved change activity has the appropriate resources and skills to support its delivery. All change activity that requires approval through formal change governance will have a resourcing impact, including the use of and backfilling of internal resources, this being defined in business cases. We did not see any evidence of the organisation having a systematic approach to strategic resource and skills planning for business change activity.

This lack of forward planning is having a negative impact on projects and programmes. A consistent theme of our review was resourcing gaps within projects and programmes. From reviewing the project resource plans as well as highlight reports, each programme was noted as having vacancies and were at risk from resourcing issues. Furthermore, ICT – which is a key supplier to many projects and programmes - reported in August 2024 that they had 30 FTE vacancies.

#### Risk

There is a risk that if the organisation does not carry out a resource gap analysis, or have processes to establish resource requirements for the change programme, programmes and projects will be under-resourced. This is highly likely to result in delays to projects and programmes with the Service not realising expected savings and efficiencies.

#### Recommendation

We recommend management implements formal resource planning and management processes for all agreed business change activity. This will be vital to ensuring the successful delivery of the change programme. Management should perform a skills gap analysis internally to identify what resources, if any, are available to support the change programme.

To support strategic resource planning and management of projects and programmes, management must ensure that resource and skill requirements are identified as part of business cases production. This information should then be used to determine the skills, capabilities, timing and quantum of resource needed to achieve the change. This information will be necessary for management to determine options for resourcing change activity, whether this be backfilling of existing roles on a temporary basis or recruiting for specific project and programme roles. This should be kept under regular review to optimise delivery as well as cost management.



## Management Action

Further develop resource planning, capacity management, and scheduling, implementing a standard (proportionate) approach across all change activities:

- **Introduce a combined annual planning process** that brings together a unified view of change (including AOP and Strategic Change Portfolio).
- **Identify resourcing requirements** for all change activities, particularly the need for specialist shared resources, in the form of resource plans. The resource plans will be required before the start of each project phase to ensure the appropriate resources are requested and available.
- **Utilise PPM systems and tools** to capture plans and help manage demand by aggregating resources by type and measuring against departmental capacity. This approach will help us to create a prioritised schedule that aligns change with the availability of business-critical resources.
- **Provide management information** for CPPG and CPIG that offers visibility of resource constraints and inter-dependencies supporting informed prioritisation decision making.

**Action owner:** Curtis Montgomery

**Interim review date:** 31 March 2026

**Due date:** 31 March 2027

# Control Objective 5: There are effective governance processes in place for oversight of change project/ programme delivery.

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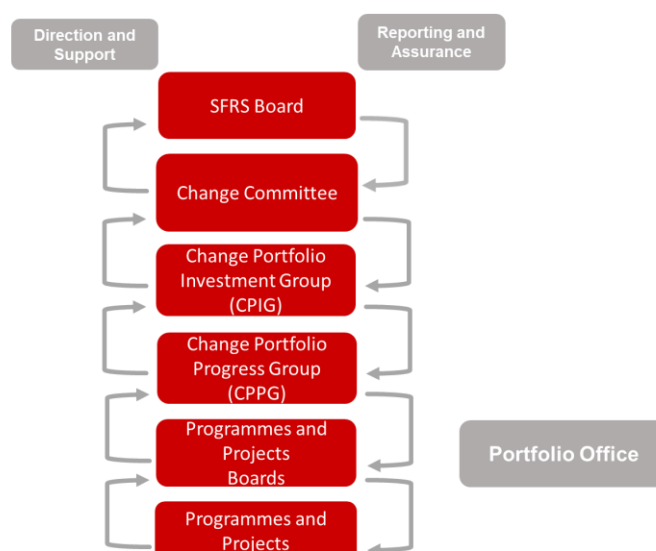
## 5.1 Change Management Governance Structures

There is extensive governance over strategic portfolio change activity within the Service. A summary of the governance groups and core roles/responsibilities is set out in the table, below:

Governance group	Summary of role/responsibilities
Corporate Portfolio Investment Group (CPIG)	The primary Executive group responsible for identification and selection of initiatives and to identify the prioritisation of the selected initiatives and ensure adequate resourcing.
Change Portfolio Progress Group (CPPG)	Responsible for providing oversight on progress and risks to ongoing programme. The group is chaired by the Deputy Chief Officer and membership is predominantly heads of service.
Design and Assurance Forum	Purpose is to provide cross-organisational expert oversight of change at early stages of change activity. While it is not stated that they are required to approve any projects, they are included as requiring approval within the new demand form, which new projects are required to fill out and submit.
Change Committee	Formal Committee of the SFRS Board which provides scrutiny and challenge over change activity within the Service.

All of the above groups, except the Change Committee, meet either monthly or on a rotating four / six weekly basis. The Change Committee meets quarterly. All governance groups have agreed terms of references.

In addition to the above, multiple programme boards are in place, with meetings held on a monthly basis. All groups report to either a portfolio board or the CPPG. Risk registers are in place for programmes with risk registers including mitigating actions and updates on ongoing actions undertaken to mitigate risks with these reviewed on a regular basis. The structure is summarised in the diagram, below:



While a governance structure is in place, feedback from meetings with multiple key contacts indicated that it is not effective or efficient. A range of issues were highlighted including, confusion over where projects and programmes report to, a sense of duplication of effort, lack of clarity on where key decisions are made, and who has responsibility for making such decisions.

At present, a single project may have reporting requirements to five separate governance groups; CPIG, CPPG, Change Committee, DAF and the programme board of which the project is a part of. It is routinely the case that some individuals will attend most/all of these meetings.

Additionally, there is overlapping responsibilities between some of the groups. For example:

- The CPIG, CPPG and DAF all operate as oversight groups with overlap in membership and responsibilities.
- Both the CPIG and CPPG have responsibilities to monitor and manage programme financials, review and approve change requests, and monitor progress of programmes.
- Both the DAF and CPIG have a responsibility of review of the portfolio strategy.

Our review of minutes of meetings and discussions with members of the CPPG, identified that the CPPG could be more effective in its role through the application of increased scrutiny on the progress of programmes. We also identified that the Design and Assurance Forum has had limited impact in its role to date due to low volume of strategic change activity that has flowed through it.

## **Risk**

There is a risk that, if governance structures in place are overly complex, with overlapping responsibilities, there will be confusion over how to effectively navigate governance requirements by staff. This may result in reduced capacity for those involved in project work to effectively carry out their duties and delay the completion of projects.

## **Recommendation**

We recommend management assesses the effectiveness of current change governance arrangements. A primary objective of change governance should be to strike a balance of effective oversight, decision-making and efficiency. The review should seek to reduce duplication of effort, overlapping responsibilities and attendance at meetings.

### Management Action

Assess current governance arrangements by conducting a review of the existing change governance structures to identify areas of duplication, overlapping responsibilities, and inefficiencies in meeting attendance.

- Produce a report outlining the recommendations to streamline existing change governance structures, processes and rationalise attendees. The report will be reviewed by the Change Portfolio Investment Group.

**Action owner:** Curtis Montgomery

**Interim review date:** 31 March 2026

**Due date:** 31 March 2027

## Control Objective 6: There are adequate processes in place to identify, manage and monitor quantitative and qualitative benefits arising from change activity.

Amber

### 6.1 Lack of Compliance with Existing Benefits Management Process Documentation

While there is currently no single benefits management and realisation policy document in place at SFRS, there are various documents in place that provide significant detail on the benefits management process.

The two key documents are the Benefits Management Toolkit and the Benefits Profile document. These are required to be for all projects and programmes.

The Benefits Profile document includes information on areas such as how benefits support programme/organisation objectives, what are the current/baseline performance levels, what issues/risks might affect full benefits realisation and how will you measure the impact of the benefit.

The Benefits Management Toolkit details the process to be followed for benefits management. In practice, we found these documents are not used. This is a concern as significant resources have been dedicated to some programmes that have been ongoing for years, with no benefits calculated.

Some stand-alone projects do have some detail around benefits.

The Rostering project is a stand-alone project and provided a detailed presentation to the CPPG in November 2024. It included the link between the benefits of the project and the strategic aims of the organisation, as well as benefits and dis-benefits. However, it did not utilise either of the benefits management documents, as required. Additionally, based on analysis undertaken by the Finance team, the project will now generate £1m in disbenefits as opposed to the £2.5m savings calculated in the business case. It was stated that this is due to the enabling policy work being removed from the Rostering scope, which will now deliver as a separate initiative to help release the benefits.

The ESMCP IVS programme has a benefits document, however it comprises of a single table that states benefits but does not include any baseline data or measurable benefits.

A key concern is that change governance has not identified and addressed these shortcomings in process. It is also not clear which governance group has the overall responsibility for the approval and monitoring of any benefits plans.

#### Risk

There is a risk that if benefits management processes are used consistently across the organisation, benefits will not be well defined and managed. This could result in expected benefits not being achieved and the organisation not achieving its strategy.

#### Recommendation

We recommend that all approved business change projects and programmes comply with the benefits toolkit as well as the benefits profile document.

Management must ensure that formal benefits identification and realisation processes are implemented. Benefits, both qualitative and quantitative, should be set out in the business case and tracked throughout the project and programme lifecycle. Project and programme boards should ensure that there is formal and regular monitoring of benefits with regular reporting on their achievement to the CPPG and CPIG, as necessary.

### Management Action

Grade 3  
(Operation)

Fully implement the agreed benefits management process and supporting toolkits for all major change to ensure the following elements are documented and agreed through governance:

- **Benefits profiles** setting out how benefits will be achieved, capturing the who, what, how, when, and by what method for each benefit.
- **SMART benefits KPIs**, with a baseline measure, target for improvement, and dates for realisation.
- **RACI matrix** identifying who will be accountable and responsible for the benefits realisation (in BAU).
- **A benefits realisation plan** with milestone dates and any associated tasks or activities required to realise the benefits.
- **A management report** to aggregate benefits across all change activities.

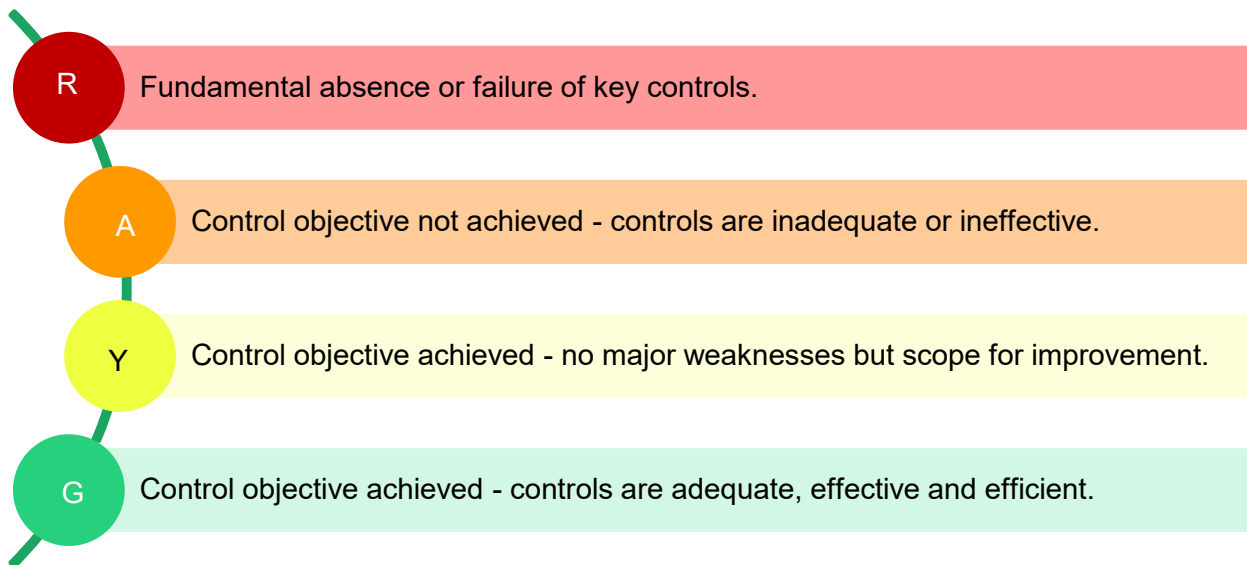
**Action owner:** Curtis Montgomery

**Interim review date:** 31 March 2026

**Due date:** 31 March 2027

# Appendix A – Definitions

## Control assessments



## Management action grades

4	•Very high risk exposure - major concerns requiring immediate senior attention that create fundamental risks within the organisation.
3	•High risk exposure - absence / failure of key controls that create significant risks within the organisation.
2	•Moderate risk exposure - controls are not working effectively and efficiently and may create moderate risks within the organisation.
1	•Limited risk exposure - controls are working effectively, but could be strengthened to prevent the creation of minor risks or address general house-keeping issues.



# Appendix B – Change Activity from Annual Operating Plan

<b>Outcome 1</b> Community safety and wellbeing improves as we deploy targeted initiatives to prevent emergencies and harm.					
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO1:1	<b>Assess external and internal structures, performance and accountability in relation to work under the remit of Prevention, Protection and Preparedness</b>	Collate current performance indicators associated with Prevention, Protection and Preparedness.	Apr-24	Jun-24	Prevention, Protection & Preparedness
		Identify targets for relevant Prevention, Protection and Preparedness activity and consult and reach agreement with external and internal Partners.	Apr-24	Dec-24	
		Undertake review of Prevention, Protection and Preparedness strategy, governance and structures with external and internal partners to inform / propose amended and appropriate responsibility and accountability protocols and controls.	Jun-24	Mar-25	
		Undertake review on how Prevention, Protection and Preparedness performance is reported and scrutinised and provide recommendations if any improvements.	Jun-24	Mar-25	
SO1:2	<b>Review and consider knowledge and development pathways to support Prevention, Protection and Preparedness Directorate/Area staff, ensuring competency and retention of specialist skills</b>	Undertake analysis of current training provision for the three Prevention, Protection and Preparedness Functions.	Jun-24	Dec-24	Prevention, Protection & Preparedness
		Develop a training plan for Prevention, Protection and Preparedness, working with colleagues in Training, Safety and Assurance and People Directorates.	Sep-24	Mar-25	
		Investigate the viability of a dedicated progression pathway within Prevention, Protection and Preparedness that ensures Best Value for the Service and retention of key skills, whilst supporting staff with further opportunities.	Jun-24	Mar-25	
		Identify internal and external training providers and associated costs.	Sep-24	Mar-25	
SO1:3	<b>Implementation of Prevention, Protection and Preparedness development pathway</b>	Support Training, Safety and Assurance/Talent in analysing, planning and scheduling of Prevention, Protection and Preparedness development pathway courses and Continuous Professional Development.	Dec-24	May-26	Prevention, Protection & Preparedness
<b>Outcome 2</b> Communities are safer and more resilient as we respond effectively to changing risk.					
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO2:2	<b>Develop and secure approval of the business case and commence work to renew the Self-Contained Breathing Apparatus equipment</b>	Undertake Research, Development and Innovation process to identify end user high level requirements.	Apr-24	Dec-24	Finance & Contractual Services / Operational Delivery
		Establish SCBA Project team and User Intelligence Group.	Dec-24	Dec-24	
		Development of product specification for SCBA requirements and Invitation to Tender.	Mar-25	Jul-25	
SO2:3	<b>Continue implementation of the Digital Fireground Radio Project</b>	Roll out Phase 1 of delivery in East Service Delivery Area (250 units).	Apr-24	Jun-24	Finance & Contractual Services
		Roll out Phase 2 of delivery in North Service Delivery Area (250 units).	Jul-24	Sep-24	
		Roll out Phase 3 of delivery in North Service Delivery Area (250 units).	Oct-24	Dec-24	
		Roll out Phase 4 of delivery in North Service Delivery Area (250 units).	Jan-25	Mar-25	
SO2:4	<b>Implementation of the Strategic Service Review Programme: Service Delivery Review</b>	Review agreed outcomes of the 'Shaping Our Future Service: You say' public consultation exercise relating to Service Delivery Review.	Jun-24	Jul-24	Operational Delivery
		Produce a suite of options for change which can be proposed for full public consultation.	Aug-24	Nov-24	
SO2:5	<b>Procure New Mobilising System and commence implementation plan following configuration and testing</b>	Conclude procurement exercise and award contract to successful supplier.	Apr-24	TBC	Prevention, Protection & Preparedness/ Operations Delivery
		Onboard supplier and develop implementation plan.	TBC	TBC	
		Provision of configuration and testing environment.	TBC	TBC	
		Commence implementation plan in line with supplier schedule.	TBC	TBC	
SO2:6	<b>Delivery of the On Call Improvement Programme outcomes</b>	Inclusion in policy of an On Call to Wholtime Duty System Migration Pathway.	Apr-24	Jul-24	Operational Delivery
		Evaluation of the On Call Bank Rostering Scheme Pilots.	Apr-24	Jul-24	
		Introduction of Pre-Recruitment Engagement Programme (PREP) 2.	Jul-24	Dec-24	
		Introduction of modularised Task and Task Management and Breathing Apparatus training on a pilot basis.	Jul-24	Dec-24	

Outcome 3		We value and demonstrate innovation across all areas of our work.			
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO3:1	<b>Develop Business Case for funding for community resilience hubs</b>	Complete sections of Outline Business Case.	Apr-24	Apr-24	Finance & Contractual Services
		Undertake route through SFRS Governance.	Apr-24	May-24	
		Issue Business Case to Scottish Government.	Jun-24	Jun-24	
SO3:2	<b>Progress Emergency Services Mobile Communications Programme: SFRS In-Vehicle Systems Project</b>	Commence migration to Emergency Services Network (ESN) data first (installation of Handsfree R5 device).	Apr-24	Oct-25	Finance & Contractual Services
		Commence integration of Operational Intelligence and Mobile Data System.	Apr-24	Aug-24	
		Integration to the ESMCP User Services (lot 2).	Aug-24	Aug-25	
		Commence migration to integrated Operational Intelligence and Mobile Data System.	Sep-24	Sep-26	

Outcome 4		We respond to the impacts of climate change in Scotland and reduce our carbon emissions.			
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO4:1	<b>Commence work to enhance the capabilities of Building Management Systems by utilising Internet of Things (IoT) technology such as sensors, devices and increased connectivity.</b>	Carry out research of IOT network.	Apr-24	Jun-24	Finance & Contractual Services.
		Carry our procurement exercise.	Jul-24	Sep-24	
		Installation of IOT network.	Oct-24	Dec-24	
		Implement pilot project to connect remotely to heating systems utilising IOT technology.	Jan-25	Mar-25	

Outcome 5		We are a progressive organisation, use our resources responsibly and provide best value for money to the public.			
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO5:1	<b>Deliver the pilot Community Resilience Hub at Portree</b>	Appoint Principal Consultant on the Portree Community Resilience Hub Project.	Apr-24	Jun-24	Finance & Contractual Services
		Engage with potential partners from public, private and third sectors on the Isle of Skye.	Apr-24	Dec-25	
		Conclude Project Agreement Document, including technical studies and design following detailed engagement with Service Delivery and Training colleagues.	Apr-24	Mar-25	
SO5:2	<b>Develop the SFRS Training Assets Framework, linked to our Training Vision &amp; Strategy 2023-28, engaging, and communicating with all associated staff</b>	Establish the training facilities required for each skill set.	Apr-24	Sep-24	Training Safety & Assurance
		Identify the locations of all Training Facilities.	Apr-24	Dec-24	
		Scope and provide options for the provision of a Training Facilities Dashboard and booking system.	Oct-24	Mar-25	
		Prepare a first draft version of the SFRS Training Assets Framework.	Jan-25	Mar-25	
SO5:3	<b>Undertake restructures within Finance and Procurement, Fleet and ICT to enable more effective delivery of these corporate services.</b>	Undertake review of current structure and develop future structure proposals.	Apr-24	May-24	Finance & Contractual Services
		Liaise with Support Staff Representative Bodies on proposals.	May-24	Jun-24	
		Seek approval for structure proposals.	Jul-24	Aug-24	
		Implement structure proposals.	Sep-24	Mar-25	
SO5:6	<b>Continue delivery of the People, Payroll, Finance and Training Project</b>	Carry out Scottish Government Shared Services Programme Evaluation.	May-24	Jul-24	People
		Update Outline Business Case.	Jul-24	Sep-24	
		Procurement/Memorandum of Understanding (subject to above).	Sep-24	Oct-24	
		Full Business Case creation and approval.	Oct-24	Dec-24	
SO5:7	<b>Continue delivery of the Rostering Project</b>	Seek approval of Full Business Case from Change Portfolio and Investment Group.	Apr-24	Apr-24	Operational Delivery
		Award contract to successful supplier.	May-24	May-24	
		Onboard successful supplier.	Jun-24	Jul-24	
		Implementation of Rostering Project Plan.	Jul-24	Jul-25	
SO5:8	<b>Delivery of the Strategic Service Review Programme: Corporate Services Review</b>	Carry out data and benchmarking collection and analysis exercise.	Apr-24	Jun-24	People, SPPC & Corporate Services
		Identify lean process improvements.	Apr-24	Mar-25	
		Implement programme of lean process improvements.	May-24	Mar-26	
		Consider outcomes of the Corporate Service collaboration review.	May-24	Sep-24	
		Produce and agree a suite of options for strategic change based on review outcomes, aligning to organisational aims.	Sep-24	Mar-25	



SO5:9	<b>Review corporate office requirements and dispose of identified surplus properties (e.g. Hamilton)</b>	Complete Occupational Health Services move out of Hamilton Offices, thereafter, declare the building as surplus and market for sale.	Apr-24	Dec-24	Finance & Contractual Services
		Finalise scope for Scottish Ambulance Service move into the vacant space within the Asset Resource Centre in Inverness.	Apr-24	Mar-25	
		Review usage of all major office buildings including Newbridge, McDonald Road and Dyce, as well as all leased in buildings.	Apr-24	Mar-25	

<b>Outcome 6</b> The experience of those who work for SFRS improves as we are the best employer we can be.					
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO6:1	<b>Develop the Service Asset Management Plan: Training</b>	Compilation and review of consultation and on-line questionnaire returns by Fleet, Property & Equipment Teams.	Apr-24	May-24	Finance & Contractual Services
		Set priorities for future capital investment with Training Team, matching with training needs against existing estate.	Apr-24	Jan-25	
		Preparation of Asset Management Plan document.	Apr-24	Jul-24	
		Proceed route through Governance.	Jul-24	Aug-24	
SO6:2	<b>Introduce the SFRS Skills Maintenance Framework, linked to our Training Vision and Strategy 2023-28, engaging, and communicating with all associated staff</b>	Finalise the draft Skills Maintenance Framework and process governance.	Apr-24	Sep-24	Training, Safety & Assurance
SO6:3	<b>Introduce the SFRS Training Delivery Framework, linked to our Training Vision and Strategy 2023-28</b>	Finalise the draft SFRS Training Delivery Framework and process governance.	Apr-24	Sep-24	Training, Safety & Assurance

<b>Outcome 7</b> Community safety and wellbeing improves as we work effectively with our partners					
Ref:	Activity	Milestones	Start Date	Due Date	Lead Directorate
SO7:1	<b>Development of Engagement and Consultation Plan to support the Strategic Service Review Programme</b>	Complete the pre-consultation phase.	Apr-24	Jul-24	Strategic Planning Performance & Communications
		Complete options development and appraisal.	Jul-24	Sep-24	
		Complete formal public consultation.	Oct-24	Dec-24	
SO7:3	<b>Deliver a programme of coordinated work with Blue Light partners as part of our Corporate Services Review Programme.</b>	Consider the outputs of the Corporate Services Review Outline Business Case (OBC) and agree a preferred route forward with the Police Service of Scotland (PSoS) and the Scottish Police Authority (SPA).	Jun-24	Sep-24	Strategic Planning Performance & Communications
		Develop, with PSoS, an implementation pathway for the OBC preferred route forward.	Oct-24	Jan-25	
		Explore and agree options with PSoS for creating a joint Project Delivery Team.	Oct-24	Jan-25	
		Finalise the programme of work to deliver the agreed outputs of the Corporate Services Review OBC.	Jan-25	Mar-25	

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# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



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

Report No: C/SPCC/19-25

Agenda Item: 11.2

Report to:		STRATEGIC PLANNING AND CHANGE COMMITTEE						
Meeting Date:		29 JULY 2025						
Report Title:		ROSTERING PROJECT PROGRESS UPDATE						
Report Classification:	For Scrutiny	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this paper is to update the Committee on the progress of the Rostering Project.							
<b>2</b>	<b>Background</b>							
2.1	<p>The Scottish Fire and Rescue Service (SFRS) is implementing a new rostering solution that will include rostering, availability and payroll. The Full Business Case (FBC) for this was approved mid-2024 and the contract for a new system was subsequently awarded to Gartan Technologies. Implementation is scheduled to complete by the end of 2025 and will have three components:</p> <ul style="list-style-type: none"> <li>• Availability which is an upgraded version of the current Gartan availability system used for On Call.</li> <li>• Payroll which is a new activity and hours recording system. This will reduce the requirement for manual checks before processing takes place in iTrent and will be used by On Call Firefighters.</li> <li>• A new Roster system for Wholetime Firefighters which will replace the current Kronos system.</li> </ul>							
2.2	<p>The new rostering solution will be used by all uniformed personnel within SFRS and will offer several improvements including:</p> <ul style="list-style-type: none"> <li>• Automated business processes to replace off-system, manual ways of working.</li> <li>• More intuitive and user-friendly interface with an app that enables self-service.</li> <li>• A single platform that will support new and consistent ways of working across SFRS.</li> <li>• The decommissioning and removal of six legacy systems.</li> <li>• Opportunity to implement further improvements through policy work that will deliver cashable savings.</li> </ul>							
2.3	<p>Payroll and Availability will be rolled out together on an area-by-area basis. The deployment of the Roster module will follow a similar approach. Implementation of the new solution and decommissioning of the current system will be completed by 31 December 2025.</p>							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	<b>Key Achievements to Date</b>							
3.1.1	The project team has been working closely with the supplier to ensure the different							

	components of the solution meet the agreed statement of requirements and that all necessary configuration work is completed timeously to enable user acceptance testing to begin on schedule.														
3.1.2	Affected processes have been re-designed in conjunction with end-users and an extensive series of engagement activities have been held with stakeholders across the country in preparation for the project moving into implementation stage.														
3.1.3	Gartan Technologies has been bought by Totalmobile and the project team have successfully developed a strong working relationship with the new owner of Gartan, minimising the risk this may have presented to the project.														
3.1.4	<p>The size and geographical reach of SFRS has brought an increased level of complexity and in Spring 2025 the supplier made a request to re-sequence the rollout of the different modules to help ensure a successful implementation. This required the project team to do a re-planning exercise and submit a change request to the Rostering Project Board to change the phasing of the project. The revised milestone dates were approved in early July 2025 and the project remains on track to deliver all core elements by the end of the year. The key dates are:</p> <table border="1"> <tr> <td>Payroll &amp; Availability Go Live – East SDA</td><td>1 October 2025</td></tr> <tr> <td>Payroll &amp; Availability Go Live – West SDA</td><td>30 October 2025</td></tr> <tr> <td>Payroll &amp; Availability Go Live – North SDA</td><td>1 December 2025</td></tr> <tr> <td>Roster Go Live – North SDA</td><td>21 October 2025</td></tr> <tr> <td>Roster Go Live – East SDA</td><td>11 November 2025</td></tr> <tr> <td>Roster Go Live – West SDA</td><td>25 November 2025</td></tr> <tr> <td><b>Implementation Complete</b></td><td><b>1 December 2025</b></td></tr> </table>	Payroll & Availability Go Live – East SDA	1 October 2025	Payroll & Availability Go Live – West SDA	30 October 2025	Payroll & Availability Go Live – North SDA	1 December 2025	Roster Go Live – North SDA	21 October 2025	Roster Go Live – East SDA	11 November 2025	Roster Go Live – West SDA	25 November 2025	<b>Implementation Complete</b>	<b>1 December 2025</b>
Payroll & Availability Go Live – East SDA	1 October 2025														
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Roster Go Live – North SDA	21 October 2025														
Roster Go Live – East SDA	11 November 2025														
Roster Go Live – West SDA	25 November 2025														
<b>Implementation Complete</b>	<b>1 December 2025</b>														
3.1.5	Go-Live dates have been scheduled to ensure that they will not impact on operations in the period leading up to and around Bonfire Night.														
3.1.6	An extensive suite of test scripts has been developed and Availability and Payroll entered User Acceptance Testing (UAT) on 24 June. This has progressed extremely well with minimal defects identified.														
3.2	<b>Upcoming Activities</b>														
3.2.1	Training will commence early August utilising a variety of approaches including Train-the Trainer, provision of online training via SFRS's Learning Content Management System (LCMS), and development of Roster Champions. The supplier will also provide intensive support during go-live windows.														
3.2.2	The Roster module will be handed to SFRS for UAT mid-August with sign-off scheduled for September and the phased go-live beginning mid-October. Implementation will be completed by the start of December enabling the decommissioning of Kronos to take place before the end of the year. Five legacy versions of Gartan Availability will also need to be decommissioned and this will be completed prior to project closure at end of March 2026.														
3.2.3	Implementation and business readiness checks are ongoing with the support of the Business Change and Implementation Manager, and these will continue during the go-live phase of the project. A Roster Champions network has been established across SFRS to engage with end-users prior to launch and support them as they transition across to the new solution and different ways of working. Engagement activities have been taking place across the country and will continue until December, ensuring there is awareness of the new solution, providing the opportunity for those affected to participate in change activities such as UAT, and supporting those affected on their individual change journeys.														

3.3	<b>Key Risks</b>
3.3.1	There is a short window of time between the Roster implementation being completed and the legacy system being decommissioned. Whilst the project remains on schedule, contingency plans are being made to ensure business continuity is maintained should there be any delays to the implementation schedule. Options include continuing to use current systems in the unlikely event that implementation is not completed as planned.
3.3.2	Both the Rostering Project and the New Mobilising System (NMS) will be going live within weeks of one another and impacting on the same stakeholders. There is a risk that should there be any changes to the NMS timeline, this may impact on the Rostering schedule. Both projects are now part of the Enabling Infrastructure Programme and interdependencies are being proactively managed.
3.3.3	The Rostering Project is being delivered by a small, cohesive team. Any change to the resource profile is a risk to the project quality and timeline. The Programme Manager and Senior Project Manager are closely monitoring this risk and taking the necessary actions to ensure the project team are appropriately supported and the required resource is in place to enable successful project delivery.
3.4	<b>Benefits Realisation</b>
3.4.1	Anticipated benefits were outlined in the Full Business Case and a validation exercise will be undertaken over the Summer. Some savings will be realised by decommissioning the legacy systems. Further cashable savings may be achieved through a subsequent project that will focus on policies and procedures.
3.5	<b>Project Closure</b>
3.5.1	Project closure activities are scheduled for the first quarter of 2026. These will include handover to Business as Usual, compilation of lessons learned, project closure reporting and confirmation of benefits realisation plans with Benefit Owners.
<b>4</b>	<b>Recommendation</b>
4.1	The Strategic Planning and Change Committee is asked to scrutinise the contents of the current report and note the progress of the Rostering Project.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk Appetite and Alignment to Risk Registers</b>
5.1.1	Rostering Project risks are managed consistently through established governance processes.
5.1.2	SFRS has a minimalist appetite in relation to Service Delivery. From a Rostering project perspective this means SFRS has a minimalist appetite for any disruption to service delivery. Whilst the project team are confident that implementation will be completed on schedule, contingency plans are in place that will utilise current systems until implementation is complete and new ways of working embedded.
5.2	<b>Financial</b>
5.2.1	There are no direct financial implications associated with this report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no direct environmental and sustainability implications arising from this report.
5.4	<b>Workforce</b>
5.4.1	There are no direct workforce implications arising from this report
5.5	<b>Health &amp; Safety</b>
5.5.1	There are no direct Health and Safety implications associated with this report



5.6 5.6.1	<b>Health &amp; Wellbeing</b> There are no direct Health and Wellbeing implications associated with this report.	
5.7 5.7.1	<b>Training</b> There are no direct Training implications associated with this report.	
5.8 5.8.1	<b>Timing</b> There are no direct Timing implications associated with this report.	
5.9 5.9.1	<b>Performance</b> There are no direct Performance implications associated with this report.	
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no direct Communications and Engagement implications associated with this report.	
5.11 5.11.1	<b>Legal</b> There are no direct Legal implications associated with this report.	
5.12 5.12.1	<b>Information Governance</b> N/A – Report does not contain/relate to personal data.	
5.13 5.13.1	<b>Equalities</b> EHRIA N/A for this paper.	
5.14 5.14.1	<b>Service Delivery</b> There are no direct key Service Delivery implications arising from this report	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Deputy Chief Officer Corporate Services Andy Watt, Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<del>Substantial</del> /Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	The project has robust controls in place and these are monitored on a regular basis by the Project Board.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Not applicable	
<b>Prepared by:</b>		Heather Martin, Change Centre of Excellence Manager Emma Tinto, Senior Project Manager
<b>Sponsored by:</b>		Sarah O'Donnell, Deputy Chief Officer Corporate Services Andy Watt, Deputy Chief Officer
<b>Presented by:</b>		Curtis Montgomery, Head of Portfolio Office
<b>Links to Strategy and Corporate Values</b>		
<b>Outcome 2</b> – We are an effective and trusted Fire and Rescue Service where our communities and people are safe		
<b>Outcome 4</b> – Our organisational performance, productivity and resilience continually improves		

<b>Outcome 5</b> – We are more innovative and achieve sustained investment in our technology, equipment, estate and fleet, making us more effective and efficient.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Strategic Planning and Change Committee</i>	<i>29 July 2025</i>	<i>For Scrutiny</i>

# STRATEGIC PLANNING AND CHANGE COMMITTEE ROLLING FORWARD PLAN

Agenda item 12.1

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
18 SEPTEMBER 2025 (Additional)	•		<b><u>Standing/Regular Reports Planning/Strategy</u></b> <ul style="list-style-type: none"> <li>Draft 3 Year Delivery Plan/Medium Term Financial Plan</li> </ul>		
6 NOVEMBER 2025	<ul style="list-style-type: none"> <li>Chair's Welcome</li> <li>Apologies</li> <li>Consideration of and Decision on any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes of Previous Meeting</li> <li>Action Log</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Review of Actions</li> <li>Date of Next Meeting</li> </ul>	<b><u>Standing/Regular Reports General Reports</u></b> <ul style="list-style-type: none"> <li></li> </ul>	<b><u>Standing/Regular Reports Change</u></b> <ul style="list-style-type: none"> <li>Programme Projects Highlight Report</li> <li>Maturity Model Change Management</li> </ul> <b><u>Planning/Strategy</u></b>  <b><u>Finance</u></b> <ul style="list-style-type: none"> <li>Portfolio Finance and Performance Report</li> </ul> <b><u>Risk</u></b> <ul style="list-style-type: none"> <li>Strategic Risk Report</li> <li>Risk Report</li> </ul> <b><u>Audit/Inspections</u></b> <ul style="list-style-type: none"> <li>HMFSI Audit and Inspection Action Plan Update</li> </ul>	<b><u>Standing/Regular Reports Change</u></b> <ul style="list-style-type: none"> <li></li> </ul> <b><u>General Reports</u></b> <ul style="list-style-type: none"> <li></li> </ul>	<b><u>Standing/Regular Reports Change</u></b> <ul style="list-style-type: none"> <li></li> </ul> <b><u>General Reports</u></b> <ul style="list-style-type: none"> <li></li> </ul>
		<b><u>New Business</u></b> <ul style="list-style-type: none"> <li></li> </ul>	<b><u>New Business</u></b> <ul style="list-style-type: none"> <li></li> </ul>	<b><u>New Business</u></b> <ul style="list-style-type: none"> <li></li> </ul>	<b><u>New Business</u></b> <ul style="list-style-type: none"> <li></li> </ul>

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

**TUESDAY 29 JULY 2025**

The following reports were submitted for information only.

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



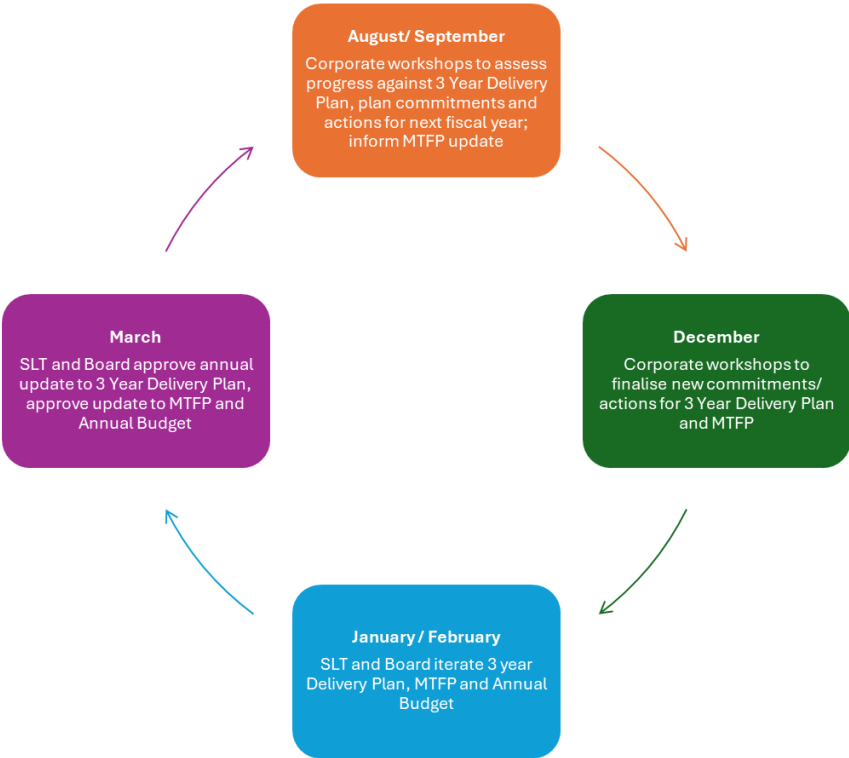
Report No: C/SPCC/20-25

Agenda Item: FIO

Report to:		STRATEGIC PLANNING AND CHANGE COMMITTEE						
Meeting Date:		29 JULY 2025						
Report Title:		SFRS STRATEGY 2025-28 UPDATE						
Report Classification:	For Information	<b>SFRS Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>						
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to provide an update on the approval, publication and reporting of the Scottish Fire and Rescue Service (SFRS) Strategy 2025-28 to members of the Strategic Planning and Change Committee.							
<b>2</b>	<b>Background</b>							
2.1	Through Section 41B of the Fire (Scotland) Act 2005 (as amended) the SFRS is legally required to have in place a Strategic Plan which sets out its functions during a period of three years. A review of the Strategic Plan before the end of the three-year period is also a legislative requirement.							
2.2	The current Strategic Plan 2022-25 was approved by the Minister for Victims and Community Safety in October 2022. As a first step towards realigning publication of the Plan to the financial year; and to avoid consultation overlap with other Service business, the development of the Plan was brought forward, with the view of publishing in July 2025.							
2.3	Work began in September 2024 to develop the new SFRS Strategy 2025-28 (formally known as SFRS Strategic Plan) giving due regard to the following factors: <ul style="list-style-type: none"> <li>• Fire and Rescue Framework for Scotland 2022</li> <li>• Review of Strategic Plan 2022-25</li> <li>• Alignment with the SFRS Long-Term Vision</li> <li>• Views of colleagues/stakeholders:               <ul style="list-style-type: none"> <li>○ Board Sessions on 26 September 2024, 12 November 2024 and 19 December 2024.</li> <li>○ Senior manager workshops on 4 December 2024, 7 and 8 January 2025.</li> <li>○ Strategic Leadership Sessions on 10 and 17 December 2024, and 7 and 8 January 2025.</li> <li>○ Feedback from staff and stakeholders.</li> </ul> </li> </ul>							
2.4	In January 2025, the Strategic Leadership Team (SLT) and Board members were presented with the draft SFRS Strategy 2025-28 and agreed its release for public consultation. The public consultation exercise began on 5 February 2025 and ran for eight weeks. The aim of the exercise was to gauge the degree of support across our stakeholders, partners, staff and the public for the five Objectives and Outcomes in the document.							
2.5	In April 2025, SLT and Board members were provided with an overview of the consultation results and the conclusion that no substantive changes were required to the draft SFRS Strategy 2025-28. It was agreed, however, that some minor amendments would be considered.							

2.6	In May 2025, SLT and Board members were provided with an amended draft of the SFRS Strategy 2025-28 which was approved for release to Scottish Government. At this time, the Public Consultation Analysis Report was also shared.
<b>3</b>	<b>Main Report/Detail</b>
3.1	<b>Ministerial Approval and Publication</b>
3.1.1	Following the SFRS Board meeting on 29 May 2025, where the SFRS Strategy 2025-28 was approved, the document was shared with the Minister for Victims and Community Safety.
3.1.2	We received confirmation of approval from the Minister on 17 June 2025.
3.1.3	To avoid any timing conflicts with the launch of the Service Delivery Review Public Consultation exercise, which went live on 25 June 2025, the SFRS Strategy 2025-28 was laid before Parliament on 4 July 2025.
3.1.4	The Strategy was later published on 8 July 2025 with a more reserved communications plan than in previous years, taking cognisance of the live public consultation exercise. The final designed version can be found at <b>Appendix A</b> .
3.2	<b>Progress Reporting</b>
3.2.1	There are three elements to how and when progress against the Strategy will be assessed and reported. The Strategy will be reported to Scottish Government through the annual review process and internally to the SLT, the Board and Board Committees through quarterly reports on the 3 Year Delivery Plan and quarterly Performance Management Framework (PMF) reports. Progress will also be publicly reported through the performance reporting section of the SFRS Annual Report and Accounts.
3.3	<b>Public Reporting</b>
3.3.1	The SFRS Governance and Accountability Framework which sets out the formal operating arrangements between Scottish Government and the Service, states that the Scottish Government will undertake a formal performance review of the SFRS twice per year.
3.3.2	These reviews are primarily to provide evidence that the SFRS is meeting the priorities within the Fire and Rescue Framework for Scotland 2022. They also serve as an opportunity to highlight good performance achieved through the SFRS Strategy.
3.3.3	Our first opportunity to provide an update of our progress against the Strategy will be at the Mid-Year Performance Review (2025/26) meeting which is usually held with Scottish Government in the December or January. This informal meeting is then followed by the public Annual Performance Review Meeting which is usually held around September and is supported by the development of the Annual Performance Review Report.
3.3.4	Progress against the Strategy will also form the basis of the Performance Report section of the Annual Report and Accounts. As this document reports against the previous year, our progress against the SFRS Strategy 2025-28 will first be published in the 2025/26 iteration of the Accounts which will be published in October 2026.
3.4	<b>Internal Reporting</b>
3.4.1	Progress against the Strategy will also be reported through the quarterly reports on the 3 Year Delivery Plan and the PMF to SLT, the SFRS Board and relevant Committees.
3.4.2	To ensure ongoing delivery of the Strategy, SLT and Heads of Service will also meet each year to review progress against delivery of the Strategy and set new commitments and actions as appropriate for future years of the 3 Year Delivery Plan. This process will be facilitated through corporate workshop discussions in August/September each year to



3.4.3	<p>assess progress on the current year of the 3 Year Delivery Plan and to frame new commitments and actions for the forthcoming fiscal year. The workshops will also identify any funding requirements to support developments which in turn will inform the Medium Term Financial Plan (MTFP) updates each year. The Summer workshops will be followed up by finalisation workshops in December of each year in order to finalise draft budget and annual planning and delivery commitments for the future year. In light of the outcomes of the workshops the 3 Year Delivery Plan, Annual Budget and MTFP will be iterated with the Board through January to February each year. The final budget and annual update to the 3 Delivery Plan will be presented to SLT and the Board in March each year for final approval.</p> <p>The annual internal Strategy delivery assessment and update cycle is set out below for ease of reference.</p>  <pre> graph TD     A["<b>August/ September</b> Corporate workshops to assess progress against 3 Year Delivery Plan, plan commitments and actions for next fiscal year; inform MTFP update"] --&gt; B["<b>December</b> Corporate workshops to finalise new commitments/ actions for 3 Year Delivery Plan and MTFP"]     B --&gt; C["<b>January / February</b> SLT and Board iterate 3 year Delivery Plan, MTFP and Annual Budget"]     C --&gt; D["<b>March</b> SLT and Board approve annual update to 3 Year Delivery Plan, approve update to MTFP and Annual Budget"]     D --&gt; A </pre>
<b>4</b>	<b>Recommendation</b>
4.1	Members of the Strategic Planning and Change Committee are invited to note the update provided.
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk Appetite and Alignment to Risk Registers</b>
5.1.1	The content of this update report does not impact upon risk appetite or risk registers.
5.2	<b>Financial</b>
5.2.1	There are no financial implications of this update report.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	There are no environmental and sustainability implications of this update report.
5.4	<b>Workforce</b>
5.4.1	There are no workforce implications of this update report.

5.5	<b>Health &amp; Safety</b>	
5.5.1	There are no health and safety implications of this update report.	
5.6	<b>Health &amp; Wellbeing</b>	
5.6.1	There are no health and wellbeing implications of this report.	
5.7	<b>Training</b>	
5.7.1	There are no training implications of this report.	
5.8	<b>Timing</b>	
5.8.1	The SFRS Strategy was published on 8 July 2025. It will run for a three-year period.	
5.9	<b>Performance</b>	
5.9.1	Our performance against the SFRS Strategy will be reported twice a year to Scottish Government via the Mid-Year and Annual Performance Review Meetings. Progress is also included in the Annual Report and Accounts, and the Performance Management Framework Quarterly Reports.	
5.10	<b>Communications &amp; Engagement</b>	
5.10.1	There are no communications and engagement implications of this report.	
5.11	<b>Legal</b>	
5.11.1	Section 41B of the Fire (Scotland) Act 2005 (as amended) requires the SFRS to prepare a three year Strategic Plan.	
5.12	<b>Information Governance</b>	
5.12.1	There are no information and governance implications of this report.	
5.13	<b>Equalities</b>	
5.13.1	There are no equalities implications of this report.	
5.14	<b>Service Delivery</b>	
5.14.1	There are no Service Delivery implications of this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	<b>Substantial/Reasonable/Limited/Insufficient</b>
7.2	<b>Rationale:</b>	Although working to an expediated timescale, the development of the SFRS Strategy 2025-28 has included several opportunities for staff, senior managers and Board members to contribute. The draft Strategy was also subject to an 8-week public consultation exercise, providing an opportunity for all stakeholders to share their views.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Appendix A – SFRS Strategy 2025-28	
<b>Prepared by:</b>		Louise Patrick, Strategic Planning and Partnerships Coordinator
<b>Sponsored by:</b>		Richard Whetton, Head of Governance, Strategy and Performance

Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications	
Links to Strategy and Corporate Values		
The review and preparation of a Strategic Plan is a legislative requirement.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Planning and Change Committee	29 July 2025	For information



SCOTTISH FIRE  
AND RESCUE SERVICE

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# STRATEGY

## 2025–2028



SCOTTISH  
FIRE AND RESCUE SERVICE

Working together for a safer Scotland



# INTRODUCTION

SFRS has a proud history of serving communities and working with our partners to keep people and communities safe.

## **WE DO THIS BY:**

- Responding to fires
- Promoting fire safety
- Developing and delivering our prevention activities
- Enforcing fire legislation
- Responding to road traffic collisions and transport incidents
- Responding to serious flooding and inland water rescues
- Dealing with structural collapse of buildings
- Responding to chemical, biological and nuclear incidents
- Carrying out rescues at height
- Supporting other agencies



Our role has developed over time. We want to build on this success as a modern, technologically enabled fire and rescue service that is ready to meet the needs of Scotland's communities.

Scotland is changing and we need to adapt with it to continue to keep communities safe. We respond to a wider range of incidents than ever before, and the nature of our country means that different parts of Scotland require different combinations of services from us. Put simply, this means we need to keep changing how we work.

We are seeing fewer house fires but more flooding and wildfire incidents. Some of our stations are in areas where heavy industry, shipyards or coal mines were formerly present. Furthermore, we have station buildings that are no longer fit for purpose and require significant investment to make them safer and more suitable for our people. We want to make sure we have the right resources, in the right place, at the right time to continue to provide the best service we can.

Providing the best service is not only about response. It is about understanding emerging risks and preventing an emergency incident or harm from happening in the first place. Scotland faces evolving risks such as an ageing population, increased vulnerabilities, impacts of social and economic inequality, and the impacts of climate change. We have a proven track record in delivering a wide range of prevention interventions. This proactive approach helps to support people to make their homes and communities safer. We support Scotland's diverse communities and groups – from educating young people, to supporting adults, older people, and vulnerable members of society to live safely and independently.

We also support the business community to remain safe and prosper by regulating businesses and workplaces. This helps to ensure that the places people work in, or visit, are safe from fire.

As we look to the future, we aim to be a fire and rescue service that continually evolves. We will build on our progress in prevention, preparedness and response by developing our people, equipment, facilities and intervention services. We will collaborate with a wide range of partners to support a safe and resilient Scotland. We are committed to ensuring our people feel physically and mentally safe and work in a nurturing, supportive environment that celebrates our differences and the unique life experiences each person brings.

Alongside our desire to change, we also need to maintain a strong and capable organisation to manage the risks of today as we evolve to meet the new risks of tomorrow. This SFRS Strategy 2025-28 provides a clear vision of how we want to achieve both. It shows where we want to be in three years. It shows how we want to build on the strong foundations we already have through our current daily activities and recognises the important role that collaborative working with our people, communities, businesses and public service partners has in delivering our shared ambitions. The SFRS Strategy 2025-28 marks the first steps in an ongoing journey to be a sustainable and modern fire and rescue service for Scotland.



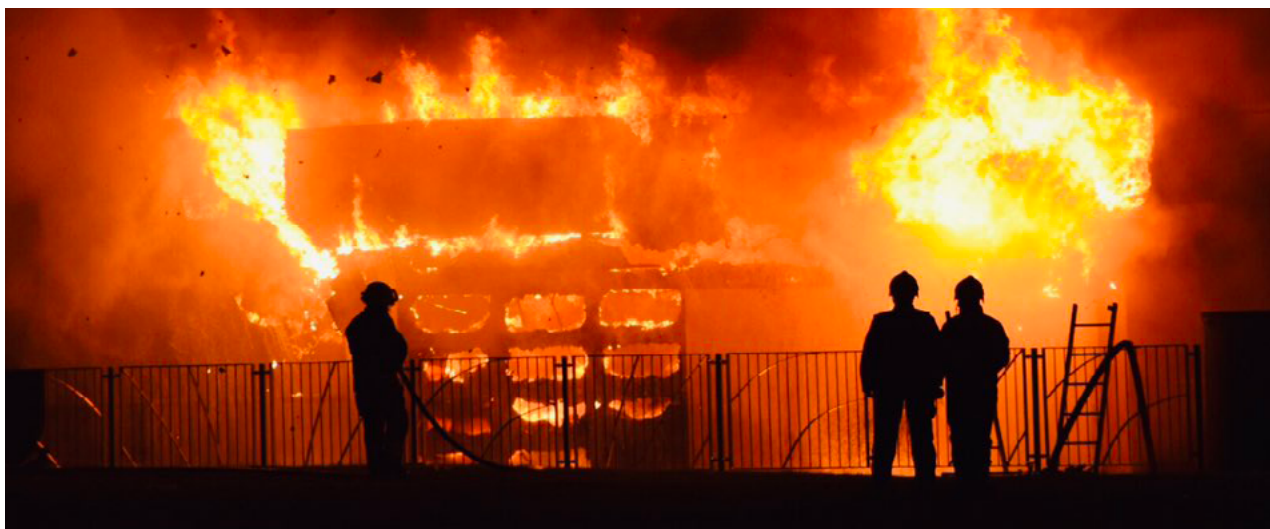


## DELIVERING A SUSTAINABLE SERVICE

Since the formation of SFRS, we have continued to deliver an effective emergency and prevention service for the people of Scotland, whilst delivering an ambitious savings target set by the Scottish Government. These savings were delivered through a systematic efficiency programme which changed our structure, estate, and work processes to ensure that we were being run as effectively and efficiently as possible, whilst creating a more resilient organisation.







Despite making these savings and recent budget increases, we are still faced with significant and complex spending pressures.

SFRS remains ambitious for Scotland regardless of these challenges. But to realise our ambitions we require investment. That investment will enable us to change, adapt, and evolve. Without it, our ability to keep evolving will be compromised.

We have set out our ambitious Strategic Service Review Programme (SSRP) which will enable us, with investment, to deliver the changes we need to make and to build a sustainable and effective Service for the future. This will allow us to develop new services, adopt new technologies and safeguard communities and firefighters in the future.

A priority for the next three years, SSRP will focus on: providing firefighters with modern facilities, fleet and equipment to enhance community and firefighter safety, how and where we deliver our services from, and ensuring our corporate services are as efficient and effective as possible.

We know from our own experience that change brings both opportunity and challenge, but our track record gives us confidence in our ability to advance further. We are committed to working and consulting with our communities and partners to deliver the change the country needs of us.



## PURPOSE OF OUR STRATEGY

This Strategy sets the direction for how we will evolve over the next three years and is an important step towards progressing our Long-Term Vision as a Service.

It has also been developed to have regard to the seven strategic priorities that Scottish Government has set for us within the Fire and Rescue Framework for Scotland:

- Prevention and Protection
- Response
- Innovation and Modernisation
- Climate Change
- Effective Governance and Performance
- Partnership
- People

The Strategy provides a set of clear objectives and outcomes that we will deliver for the people of Scotland. It supports the delivery of our Purpose, Mission and Vision:

### **OUR PURPOSE:**

*“To work in partnership with communities and with others in the public, private and third sectors, on prevention, protection and response, to improve the safety and wellbeing of people throughout Scotland.”*  
– Fire and Rescue Framework for Scotland 2022

### **OUR MISSION:**

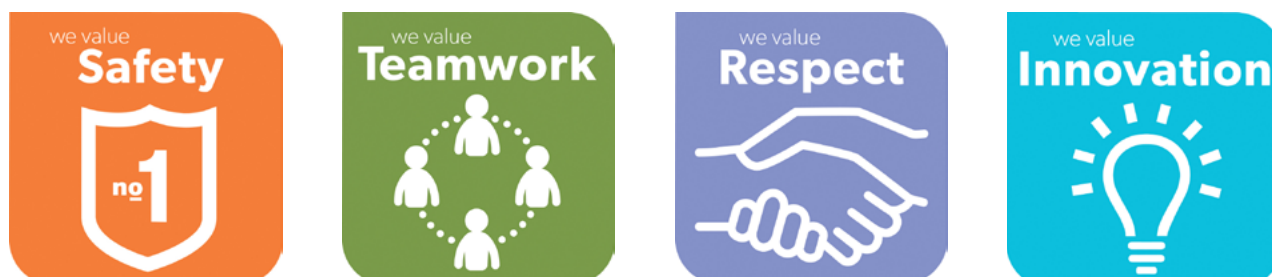
*“Working Together for a Safer Scotland”*

### **OUR VISION:**

*“To be a leading, sustainable, modern and technologically advanced fire and rescue service that is fit to meet the challenges of Scotland’s future.”*

## OUR VALUES

Our Purpose, Mission and Vision will be supported by our Values which provide a foundation for decision-making, behaviour and strategic direction:



## OUR STRATEGIC OBJECTIVES

To achieve our ambitions, we have identified five strategic objectives for the Service.

Each objective holds equal value in driving our Strategy forward. As a collective, they define our overall direction and will be central to how we plan our activities and our budget over the next three years.



In the next section we set out the outcomes we will pursue in meeting our objectives and explain what we will deliver to realise those outcomes.

## OUR OBJECTIVES

### Safer Communities through Prevention

**OUTCOME:** Through our work with communities and other organisations, the safety and wellbeing of the people of Scotland improves.

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#### What safer communities mean for us:

We will always respond to emergency incidents, but it is better if they don't happen in the first place. We work to prevent fires in homes and businesses to reduce the devastating impact a serious incident can have. Working with a wide variety of partner organisations and communities also helps us to address existing and new wider safety concerns, including how we contribute to safeguarding vulnerable people. We are proud of this element of our work, and we want to do more - our Prevention Strategy will help us do this. We will work even

more closely with communities, businesses and our public service partners to support Scottish Government's Public Service Reform ambitions. We will build on our success of preventing wider harm, improving wellbeing, and helping communities increase their resilience by working with local councils and a wide range of public and third sector partners. Critical to this is listening to and responding to communities' needs as we develop the services we provide. We will remain a daily and trusted part of Scotland's communities and public service delivery system.







### How we will deliver:

- Investment in new and enhanced data-led prevention interventions which achieve the impacts we, and our partners, wish to see.
  - We will contribute expert insights to help shape the development of national policy areas, specifically those that include resilience, fire safety and prevention.
  - Improved evaluation of our prevention interventions will enhance how we and our partners work to prevent harm.
  - Our approach to fire prevention and enforcement will be revised through the implementation of findings from major incident reviews such as the Grenfell Tower Inquiry Reports.
- Our preparedness will be increased to enable us to support communities to be better prepared to meet the challenges of major incidents and support ongoing community safety.
  - Continued commitment to Community Planning and partnership working, nationally and across all localities in Scotland, to improve community safety and wellbeing.



## Safe and Effective Response

**OUTCOME:** We are an effective and trusted Fire and Rescue Service where our communities and people are safe.

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### What an effective and trusted Fire and Rescue Service looks like to us:

Providing an effective emergency response will always be a priority for us. This is critical to minimising harm in our communities and keeping firefighters safe. To do this well and safely, it is important that we understand changing risks in Scotland. The impact of climate change will drive significant demands and pressures on the Service, as will changing social and economic risks. To meet the new demands those risks generate we will adapt and develop our equipment, training, and the way we work. This will help us be prepared for and as effective as we can be, whilst ensuring the

safety of communities and firefighters. In our Operational Strategy (2022-32) we place an effective operational response at the forefront of the Service. To do this, we will continue to learn and adapt from the incidents that we and other fire and rescue services attend. We also acknowledge the importance of collaborating with partners and using the latest technology and techniques. Through our Training Vision and Strategy, we will ensure that firefighters are suitably and competently trained to safely resolve operational incidents.





### How we will deliver:

- Firefighters will receive high-quality training in line with our Training Strategy 2023-28, to maintain and develop their competencies.
- Our workforce, technology, stations and vehicles will be strategically located to respond to community risk and need.
- New and different ways of working will be explored to maximise effective and productive work time.
- New operating delivery models to maximise organisational effectiveness will be examined.
- New systems and technologies to enable more effective and productive incident response capabilities will be introduced.
- Organisational learning from operational incidents, training events and event investigations will influence future practice, enhance performance and improve firefighter safety.



# Investing in our People

**OUTCOME:** Our people feel valued and are supported by a culture that embraces diversity and inclusion, empowerment and accountability.

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## What being a great employer means to us:

Our strength comes from our people. We are committed to creating a collaborative and supportive environment where everyone can excel and be heard. We will put safety, physical and mental wellbeing at the forefront of what we do. We will support our people through change. We will enable them to develop and nurture their talent and skills, provide development opportunities for all, and offer rewarding careers. We will be inclusive, with a culture that allows our people to thrive at work. Our senior leaders will lead by example and show their commitment to our values through their behaviours, with them and all colleagues upholding those values in their daily work. We will take opportunities to build a workforce that better reflects the communities we serve and will promote diversity and inclusion at all levels of the Service.



## How we will deliver

- We will put health, safety and wellbeing at the forefront across the Service.
- The mental wellbeing of our people will be protected, supported and improved.
- A culture that values and promotes inclusion, fairness, equality, respect and drives professional standards will continue to be embedded.
- Service Values will be reviewed so that they are reflective of a modern fire and rescue service and its people.
- Opportunities for our people to develop their skills and careers will be available.
- Our people will receive the leadership and management skills they need to match their role and enhance professional standards.
- New ways of working will be used to help attract, retain and further support our On Call workforce.
- We will increasingly employ individuals from a wide range of perspectives, communities, life experiences, characteristics, and heritage, helping our workforce to better reflect the population of Scotland.
- Strong and effective relationships will be maintained with our recognised Representative Bodies.

# Improving Performance

**OUTCOME:** Our organisational performance, productivity and resilience continually improves.

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## What being an effective organisation means to us:

We strive to continually improve the services we provide to make Scotland safer. In challenging financial times, using innovative processes, technology and ideas will help us do this. As we adapt, it is important we have effective compliance, change and performance management processes in place. This will help us ensure we continue to deliver the best possible service and provide value

for money to the people of Scotland. We believe that effective governance, strong accountability, resilient performance and sound financial planning are at the heart of good public services. Our decision making will be evidence-led, open, and transparent. We will fully engage with our people, communities and representative bodies as we continue to evolve and improve our services.

## How we will deliver:

- Innovative ways of working will be introduced to increase levels of productivity and performance, whilst providing value for money to the public.
- Organisational risk, security and resilience will be effectively managed to maintain business continuity during impactful events such as cyber-security attacks.
- Improved use of data and business intelligence will support decision making, manage activities, and enable us to work more productively.
- New and innovative ways of engaging with communities will be introduced to inform and support our decision making.



## Innovation and Investment

**OUTCOME:** We are more innovative and achieve sustained investment in our technology, equipment, estate and fleet, making us more effective and efficient.

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### What innovation means to us:

New developments are happening at an increasing pace across every aspect of our society and economy. We want to do more for the communities of Scotland. We want to be a leader in how public services are delivered and this includes developing and diversifying our organisational role within communities. We believe that by working with our people, public service partners and representative bodies we could expand our activities, help save lives, minimise harm to people, and add social and economic value to Scotland. For example, we could provide an emergency medical response and support the most vulnerable in our communities. This could improve wider community outcomes, lessen demand of partner services, and ultimately reduce

the risk within Scotland's communities. As we continue to evolve, it is important that our people have the right facilities, equipment and technology to do their jobs safely and well. Supported by our Strategic Asset Management Plans, we want our stations to be fit for a modern fire and rescue service, where our facilities reflect the needs of our workforce, improve our approach to reducing firefighters' exposure to contaminants, and are environmentally sound. Our people also need more technologically advanced equipment and vehicles to train with; and use at incidents. Making better use of technology, embracing new ways of working to drive efficiency, innovation and automation will be a key feature in the next stages of our evolution.







### How we will deliver:

- A diversified role within communities that increases our prevention and emergency response activities will be considered.
- By building an approach that supports the research and development of innovative technology and working practices to improve public and firefighter safety.
- Buildings that provide safe and appropriate facilities that reflect the needs of a modern workforce.
- By identifying and reducing the risk of firefighter exposure to contaminants.
- Vehicles and equipment will continue to be modernised to support the safety and wellbeing of our people.
- Investment in digital, data and technology capabilities will support change in how we work.
- More efficient and effective corporate business processes.

## DELIVERING OUR STRATEGY

The SFRS Strategy sets our national direction for the Service and shapes our approach to how we plan and deliver our services and in turn it will shape our local area plans.

These plans are community focused and detail how national priorities will be delivered. They show how SFRS will support the delivery of the Local Outcome Improvement Plans, with local risk and need at the forefront.

Our Strategy will be delivered through our **SFRS Three-Year Delivery Plan**. This is a rolling planning document that details how we will deliver these priorities over the duration of the Strategy. It contains the most important activities that are required each year to deliver our ambitions. As it sets the direction for all other work plans, progress of the Three-Year Delivery Plan is closely scrutinised by the SFRS Board. Our delivery plan provides us with flexibility, allowing us to adapt our plans should unforeseen challenges arise. The Board must approve any additions or changes. This ensures that the actions contained within it remain the top priorities for the Service.

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

From an operational perspective, delivery of the SFRS Strategy and Three Year Delivery Plan is supported by **Local Fire and Rescue Plans**.



These plans are community focused and detail how national priorities will be delivered with local risk and need at the forefront. Progress against Local Fire and Rescue Plans is scrutinised by Local Management Teams and Local Authority Scrutiny Committees. Local Fire and Rescue Plans are supported by **Community Fire Station Plans**, showing how each station in that local authority area will contribute to the delivery of the Local Fire and Rescue Plan and ultimately help deliver this Strategy.

## DELIVERING OUR STRATEGY

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



## HOW WE WILL MEASURE AND EVALUATE OUR WORK

Progress against the objectives in this Strategy will be closely monitored and evaluated to ensure that we are effective in their delivery.

Internally, we report our performance to Executive and Non-Executive Boards and Committees on a quarterly basis through our Three-Year Delivery Plan Update Reports and our Quarterly Performance Dashboards. These reports provide progress updates on our detailed delivery plans and targets.

As a public service body that is committed to transparent reporting, the same reports are widely available on the SFRS website.

More details of our annual progress is also made available via our Annual Performance Review Reports, Annual Report and Accounts and our Official Statistics. We also have a range of qualitative performance reports which detail how we are working towards specific priorities within the Strategy. This includes publications like our SFRS Working in Partnership Report, Annual Procurement Report and Health and Safety Report – all of which can also be found on the SFRS website: [www.firescotland.gov.uk](http://www.firescotland.gov.uk)



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**SFRS Strategy 2025–2028**

**Version 1.0 July 2025**