PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 6 NOVEMBER 2025 @ 1000 HRS

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

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

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

4 DECLARATION OF INTERESTS
Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

5 MINUTES OF PREVIOUS MEETING: 29 JULY 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 Strategic and Financial Planning Process (*attached*) — *M McAteer*

The Committee is asked to scrutinise the report.

8 CHANGE
8.1 Portfolio Summary Report (*attached*) — *H Martin*

The Committee is asked to scrutinise this report.

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

9	**PERFORMANCE**	
9.1	Portfolio Finance and Performance Report *(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	Provision of Training Systems (*attached*)	*C McGoldrick*
	This report is for information only.	
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 Wednesday 17 December 2025.	
14.2	The next full public Committee meeting is scheduled to be held on Thursday 5 February 2026.	

PRIVATE SESSION

15	**MINUTES OF PREVIOUS PRIVATE MEETING: 29 JULY 2025** (*attached)*	*S Ballingall*
	The Committee is asked to approve the minutes of the private meeting.	
16	**PRIVATE ACTION LOG**	*Board Support*
	The Committee is asked to note there are no outstanding Actions.	
17	**EMERGING MEDIUM TERM FINANCIAL AND DELIVERY PLAN** *(attached)*	*D Stanfield*
	The Committee is asked to scrutinise this report.	

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

18	**CORPORATE BUSINESS FUNCTIONS: PEOPLE AND FINANCE – OUTLINE BUSINESS CASE (STRATEGIC AND ECONOMIC CASES)** *(attached)* *The Committee is asked to scrutinise this report.*	*L Gaja/ P McGovern*
19	**NEW MOBILISING SYSTEM PROJECT, DIGITAL ASSURANCE OFFICE GO LIVE REVIEW** *(attached)* *This report is for information only.*	*J Henderson/ C Adams*

PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

TUESDAY 29 JULY 2025 @ 1330 HRS

BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS, WESTBURN DRIVE, CAMBUSLANG, G72 7NA / CONFERENCE FACILITIES

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

IN ATTENDANCE:

Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
Andy Watt (AW)	Deputy Chief Officer
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Curtis Montgomery (CM)	Head of Portfolio Office
Lynne McGeough (LMcG)	Head of Finance and Procurement
Heather Martin (HM)	Centre of Excellence Manager
Clare Adams (CA)	NMS Programme Director (Item 16 only)
Kirsty Darwent (KD)	Chair of the Board
Marion Lang (ML)	Corporate Business Manager
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support Executive Assistant
Margaret Kyle (MK)	Executive Assistant/Minutes

OBSERVERS
Seona Hart, Fire Brigades Union

1 WELCOME

1.1 The Chair opened the meeting welcoming those in attendance; those participating via MS Teams and acknowledged the presence of colleagues from FBU online.

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

Jon Henderson, Assistant Chief Officer, Director of Prevention
Deborah Stanfield, Interim Director of Finance and Contractual Services

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

3.1 The Committee agreed that the *New Mobilising System Delivery Gate report* (Item 16) and *Performance Management Framework 2025-28 Progress Update* (Item 17), would be heard in the private session due to the confidential nature of the issues (Standing Order 9G).

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS MEETING: 1 MAY 2025

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

5.1.1 **The minutes of the meetings held on 1 May 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 ML presented the Strategic Planning and Change Committee Rolling Action Log for consideration. The Committee reviewed the action log, noting that three actions were completed, four were on target and one had its date extended. A recurring theme of delays due to capacity issues within the team was discussed.

Action 8.2.3 Closing Report - Web/iHub Design Project (07/11/2024): SO'D advised that this had been further delayed due to capacity and commitment to the ongoing Service Delivery Review (SDR) public consultation.

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

7 PLANNING /STRATEGY

7.1 **SFRS Business Planning and Committee Scheduling Update**

7.1.1 MMcA discussed aligning the Committee's schedule with the planning process, highlighting the requirement for joint discussions through the Integrated Governance Forum (IGF) to clarify responsibilities across different Committees.

7.1.2 Key strategic documents across the yearly planning cycle were discussed and guidance sought from Committee members on which documents to bring forward for discussion and at what level of detail. The Committee held the view that the Resource and Capital Programme, Strategic Asset Management Plan, Resource Budget Approach and Three Year Delivery Plan, in addition to those highlighted within section 3.4.1 of the report should be brought forward at the development stage.

7.1.3 In regard to the Performance Management Framework (PMF), the Committee queried whether their input was to ensure alignment with plans or performance reporting. MMcA reminded the Committee that workshops had been held regarding the PMF and these had helped shape the current framework. MMcA noted that there was potentially an oversight role for this Committee, on behalf of the Board, to consider the construction of the process. The Committee would have been content with this approach had it been helpful to the process/development of the document, however as it was scheduled to be submitted to the Board, it was not deemed necessary.

7.1.4 The Committee noted that the next stage would be to identify timelines for all documents and populate the forward plan to allow for early discussions ahead of final drafting stages.

ACTION: MMcA

7.1.5 The Committee noted the Corporate Parenting annual plan was usually presented to the full Board.

7.1.6 The Committee suggested the need for a report tracking the progress of each programme in terms of delivery, costs and management. In terms of charting progress, CM explained that Performance Reports look at each project with a view to tracking time, cost and deliverable benefits.

7.1.7 **The Committee scrutinised the report.**

8 CHANGE

8.1 **Portfolio Summary Report**

8.1.1 HM provided an overview of the progress within the strategic change portfolio, highlighting key activities and deliverables in the SDR, Corporate Services Review (CSR) and Enabling Infrastructure Programmes. The following key points were highlighted:

- SDR Programme - Public Consultation was launched on 26 June and scheduled to run until 16 September with extensive engagement events planned. Once the consultation closed considerations and responses would be completed mid-November and taken forward to the Board Strategy Day scheduled for late November with a subsequent decision being taken on 18 December.
- CSR Programme - The development of a Programme Brief with initiatives identified and strategically scored. Proposals would be reviewed by the Design and Assurance Forum before being considered/approved by the Change Portfolio Investment Group. A Business Support Review was recently implemented and an evaluation of outcomes would be held early 2026. Discussions were ongoing with Scottish Government in respect of People, Payroll, Finance and Training (PPFT).
- Enabling Infrastructure - Programme Board for Enabling Infrastructure had been established. Five projects identified, including the New Mobilising System (NMS), Rostering, Emergency Services Mobile Communications Programme (ESMCP), Safety and Assurance Management System and Self Contained Breathing Apparatus (SCBA).
- Two significant Portfolio risks identified were optimism bias around the depth of project and programme planning and the significant volume of organisational change due to be implemented within the current year.

8.1.2 In relation to the strategic scoring of initiatives, HM provided a brief overview of the process and consistency checks in place.

8.1.3 The Committee queried the rationale for the inclusion of the SCBA within the Enabling Infrastructure workstream. CM advised that the SCBA was aligned with asset management, which was contained within the Enabling Infrastructure and there was an element of digital capability and integration of data across the different aspects of the estate.

8.1.4 Next steps include the completion of the Training Impact Assessment tool, ongoing work on alternative duty based systems and the recruitment of a Project Manager for the SCBA project.

8.1.5 **The Committee scrutinised the report.**

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

8.2.1 CM provided a summary of the Change Management capacity and resourcing, noting that this would be overseen by the Change Portfolio Progress Group (CPPG). The implementation of Project and Programme Management (PPM) Systems and processes, prioritisation models and the development of benefits profiles were discussed.

8.2.2 CM commented on the developing Benefit Profiles together with toolkits and dashboards around reporting. Risk would be incorporated into the question set. This approach could be used to compare initiatives and strategic contributions, and could be used as a league table to assist discussions relative to prioritisation of key resources.

8.2.3 SO'D enquired whether this report provided sufficient information for the Committee and, therefore, could be removed from future meetings. The Committee confirmed that this report was sufficient and could be removed from the Forward Plan.

8.2.4 **The Committee scrutinised the report.**

9 PERFORMANCE

9.1 **Portfolio Finance and Performance Report**

9.1.1 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 Project and ESMCP are tracking towards their financial targets.
- SDR was reporting Amber on costs, with a forecasted overspend.
- Inclusion of a trend column in the project cost summary.

9.1.2 Discussion arose around the level of detail within Agenda Item 9.1 *Portfolio Finance and Performance Report* and Agenda Item 9.2 *Committee Quarterly Performance Report 2024-25*. CM advised that Agenda Item 9.2 provided no additional information to that provided under Agenda Item 9.1.

9.1.3 SO'D highlighted the opportunity to bundle ESMCP and Rostering together, as they were both part of Enabling Infrastructure. The Committee commented on the difficulties in scrutinising bundled projects, therefore the preference would be to keep these projects separate.

9.1.4 The Committee noted concerns regarding the rostering project, including the separation of policies and procedures from the technology piece and the supplier's request to re-sequence the implementation phase. The Committee commented and emphasised the need for better integration and planning.

9.1.5 **The Committee scrutinised the report.**

9.2 **Committee Quarterly Performance 2024-25 Q4**

9.2.1 The report providing the end of year quarter performance of KPI's 43-45 for fiscal year 2024-25 had been presented to the Committee for scrutiny. This report was read in conjunction with 9.1 Portfolio Finance and Performance Report.

9.2.2 **The Committee scrutinised the report.**

10 RISK

10.1 **Portfolio Risk Summary Report**

10.1.1 HM highlighted 2 Portfolio Risks and 3 key risks relating to the constituent projects and provided updates as follows:

- NMS - This was a risk at the time of the report being written, however, it was now on track to being resolved. An update would be provided within the Private Session.
- Service Delivery and Benefits Realisation - Team were focused on ensuring this delivers benefits that are measurable and achievable.
- Rostering - Suppliers requested re-sequencing of the implementation resulting in the project team replanning this project. Request had been formally accepted and the project team were working to mitigate the risk in terms of ongoing dialogue and managing ongoing activities.

10.1.2 In terms of wider Portfolio risks:

- Planning and Optimism Bias – Current tendency was to be overly optimistic in terms of how long activities take. In order to mitigate this, each project and programme were developing detailed plans for delivery, baselined and then approved by the Governance Board. A stage gate process had also been implemented to ensure appropriate assurance.
- Volume of Change – NMS, Rostering, ESMCP and public consultations taking place between October and mid-December. Business Change Implementation Manager actively engaging with each of these initiatives to monitor and manage any changes within the organisation.

10.1.3 During this time of change, Chair sought assurances that the Strategic Leadership Team (SLT) were conscious of changes and would have a necessary degree of flexibility in what happens during this period.

10.1.4 AW provided assurances to the Committee in respect of the alignment of both NMS and Rostering changes. AW highlighted greater integration and communication between projects. AW advised that alongside SO'D, he co-chaired the CPPG, a strategic forum which oversees change within the organisation. SO'D reported active and documented conversation around this issue had recently been undertaken.

10.1.5 Discussion arose around Benefits Realisation and greater understanding of the benefits realised. AW reported that the benefits realisation would become clearer once the public consultation had concluded.

10.1.6 **The Committee scrutinised the report.**

11 GENERAL REPORTS

11.1 **SFRS Change Management Audit**

11.1.1 CM summarised the internal audit Change Management report, highlighting six control objectives and ongoing activities to address these. Discussion arose around the implementation of a centralised business case process, change complexity matrix and benefits management.

11.1.2 **The Committee scrutinised the report.**

11.2 **Rostering Project Progress Update**

11.2.1 The Committee discussed concerns in relation to the rostering project, including the separation of policies and procedures from the technology piece and the supplier's request to re-sequence the implementation. The Committee emphasised the need for better integration and planning. The Committee sought clarity on the reason why benefit realisation depended on processes outwith the project.

11.2.2 CM reminded the Committee that several policies were impacted which were not solely aligned to rostering and this brought additional complexity to the issue. CM explained the plan was to work with the benefits lead to develop benefits realisation plans. The ownership of these plans would go forward to business as usual (BAU) to report through CPPG. There was a BAU link to the processes, procedures, methods of working and bringing out efficiencies that would be reported through CPPG.

11.2.3 **The Committee scrutinised the report.**

12 COMMITTEE ROLLING FORWARD PLAN

12.1 **Committee Forward Plan**

12.1.1 The Committee noted the Forward Plan.

12.1.2 The Committee requested that CM consider and confirm whether the Special Private meeting on 18 September was required.

12.1.3 It was agreed that the provisional workshop, scheduled on 4 September, would be stood down.

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

12.2.1 The following item would be taken to a future IGF meeting:

- Performance Management Framework

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

13 REVIEW OF ACTIONS

13.1 One formal action was recorded during the meeting.

14 DATE OF NEXT MEETING

14.1 A Special Private meeting is scheduled to take place on Thursday 18 September 2025.

14.2 The next full public meeting is scheduled to take place on Thursday 6 November 2025.

14.3 There being no further matters to discuss, the public meeting closed at 1435 hrs.

(The meeting broke 1435 hrs and reconvened at 1440 hrs)

<u>PRIVATE SESSION</u>

15 PRIVATE ACTION LOG

15.1 There were no outstanding actions on the action log.

17 PERFORMANCE MANAGEMENT FRAMEWORK 2025-28 PROGRESS UPDATE

17.1 MMcA provided the Committee with assurances on the update and development of the new Performance Management Framework.

17.2 **The Committee scrutinised the report.**

(*C Adams joined the meeting at 1445 hrs)*

16 NEW MOBILISING SYSTEM – DELIVERY GATE REPORT

16.1 CA presented a report to the Committee to provide a summary of the Scottish Government's Digital Assurance Office (DAO) report following the Delivery Gate Review undertaken on 19-21 May 2025 for information.

16.2 ***The Committee noted the report.***

There being no further matters to discuss, the private meeting closed at 1500 hrs.

Agenda Item 6

STRATEGIC PLANNING AND CHANGE COMMITTEE – ROLLING ACTION LOG

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations
Currently the rolling action log contains 6 actions. A total of **3** of these actions have been completed.

The Committee is therefore asked to approve the removal of the **3** actions noted as completed (Blue status), note **one** action categorised as Green status and note **2** actions categorised as Yellow status on the action log.

STRATEGIC PLANNING AND CHANGE COMMITTEE
ROLLING ACTION LOG

Committee Meeting: 7 November 2024						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
8.2.3	**Closing Report – Web/iHub Design Project:** A report to be brought forward detailing the benefits following the evaluation process.	**MW**	**February 2026** (July 2025) (Org February 2025)			**Update (06/02/2025):** Not yet available due to work still underway. **Update (01/05/2025):** Carried forward due to staff absence. Proposed change of due date to July 2025. **Update (29/07/2025):** The report has been delayed due to capacity issues and will be brought to the next meeting. **Update (06/11/25):** Due to long term absence this work has been unable to be progressed, however the Head of Function has picked this up and will now progress with the Digital Officer.

Committee Meeting: 1 May 2025						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
8.1.11	**Strategy Planning Cycle and Update:** 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**		**October 2025**	**Update (29/07/2025):** Work is ongoing to progress this action. **Complete (06/11/25):** This work has been subsumed as part of the work undertaken for action 7.1.4 and is on the agenda for discussion at the November meeting.

9.1.6	**Portfolio Summary Report:** The Committee requested an update report be provided on the Rostering project	**CM**	**July 2025**		**July 2025**	**Update (29/07/2025):** Updated report will be provided at the September committee meeting. **Complete (06/11/25):** An update report was presented at the July 2025 meeting.
10.2	**Portfolio Finance and Performance Report:** The Committee requested a general improvement in the expression of and reporting of benefits.	**CM**	**July 2025**			**Update (29/07/2025):** Benefits section has been updated in the report and work continues to implement the benefits process and supporting toolkit. **Update (06/11/25):** The NMS Benefits summary paper will be provided for information.
13.7	**Evolution, Current Scope and Strategic Benefits of People, Payroll, Finance and Training (PPFT):** 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 Scottish Government.	**CM**	**November 2025**			**Update (29/07/2025):** A workshop session will be delivered ahead of the July meeting to discuss the discovery report, plans for independent assurance, and next steps. Thereafter a formal report will be provided to a future meeting to support the Board's decision making. **Update (06/11/25):** PPF will provide the draft strategic case and the economic case for discussion.

Committee Meeting: 29 July 2025						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
7.1.4	**Strategy Planning Cycle and Update:** The Committee noted that the next stage would be to identify timelines for all documents and populate the forward	**MMcA**	**November 2025**		**November 2025**	**Complete (06/11/25):** The 10 year, 3 year and annual planning cycle are on the agenda for discussion at the November meeting.

	plan to allow for early discussions ahead of final drafting stages.					

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee

Report No: C/SPCC/23-25

Agenda Item: 7.1

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**							
Meeting Date:	**6 NOVEMBER 2025**							
Report Title:	**SFRS STRATEGIC AND FINANCIAL PLANNING PROCESS**							
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to support discussion around our current long term business planning cycle and the underpinning business support processes that produce the key strategic documents for the Scottish Fire and Rescue Service (SFRS).
2	**Background**
2.1	On 29.07.25 a paper 'SFRS Business Planning and Committee Scheduling Update' was presented to the Strategic Planning and Change Committee. The paper set out the annual planning cycle undertaken by SFRS in order to identify the key points where the Committee could support that process to best effect.
2.2	This paper builds on this and sets out the ten-year horizon that the Strategic and Financial Planning Process operates to and details the key processes used to develop our key strategic documents over the timeframe.
3	**Main Report/Detail**
3.1	Appendix A sets out the 10-year planning horizon and Appendix B the three-year planning and annual planning cycle for SFRS that has previously been presented to the Committee.
3.2	The details below give an indication of when the Committee will be able to input into the Strategic Planning cycle. More precise dates will be agreed with the Committee as each stage in the planning cycle is approached.
3.3	

SFRS Strategy	Review Strategy (25-28) Stage – April to August 2027	Strategy (28-31) Development - August 2027 to February 2028	
Three Year Delivery Plan	Annual Development Stage - September	Annual Finalisation Stage - December	
Local Delivery Plans	Review Stage January – February 2026	New Plan Development and Consultation Stage – Summer 2026	Consultation Findings Stage – September – October 2026
Service Directorate Strategies	Review Stage – as appropriate to each strategy	Development Stage – as appropriate to each strategy	
PMF	Annual Review and Development		
MTFP	Annual Development		

	The current Long-Term Vision (LTV) for the Service was published in December 2021. As the Vision Document approaches its mid-point it has been agreed to revisit it to ensure it remains fit for purpose in guiding the Service over the next decade and beyond. The refresh once finalised will help clarify the future state for SFRS; help align operational activities with strategic goals; support decision-making and prioritisation by providing a structured view of services, processes, people, and technology; enhance transparency and accountability and facilitate collaboration across departments as part of our ongoing change journey.
3.4	The Service develops on a three year cycle the SFRS Strategy to meet our statutory duty as set out in the Fire Scotland Act (2005). The Strategy is driven by the LTV and the priorities set by Scottish Government in the Fire and Rescue Framework for Scotland. The Strategy in turn is under pinned by a three-year annual delivery plan.
3.5	2025/26 saw the Service introduce a new process to improve Strategic and Financial Planning to lead to a more integrated and cohesive approach. The new process is shaped around a series of planning and co-ordinating meetings comprising of the Strategic Leadership Team and the Heads of Functions (HoFs) that occur throughout the year. This is to ensure improved integration of the LTV and Service Strategy within our three-year delivery planning cycle. The three-year delivery planning process consequently is now more integrated across Directorates; captures financial implications an early stage of development; maps resource requirements to deliver initiatives and captures interdependencies across Directorates to deliver against the LTV and the Service Strategy.
3.6	In developing the three-year delivery plan all HoFs come together in late Summer to identify the initiatives and actions to populate the three-year delivery plan in order to deliver the Service priorities as set out in the Strategy. These workshops build shared understanding of our corporate initiatives among HoFs, support them in mutually identifying the resources that are needed to deliver those initiatives and critically arriving at a mutual understanding of what the relative prioritisation of those initiatives are in meeting the Service's overall priorities.
3.7	The process also identifies at as early a stage as possible any financial investment requirements to deliver agreed initiatives. Those financial requirements in turn are fed into the Medium-Term Financial Plan (MTFP). This is to enable the Service to reconcile potential investment needs with the actual Service budget and to help shape our future investment asks of Scottish Government.
3.8	As part of the Service planning process, consideration is also given to better integrating Change Programmes and associated projects managed via the Portfolio Office (PO) into Strategic Planning. Working with HoFs and the PO the intent is to better manage the total Service resource capacity in delivering the three-year delivery plan, Change Programmes and key Service or Directorate developments while continuing to manage organisational work commitments on a day-to-day basis.
3.9	As this more integrated approach to Strategic and Financial Planning matures it is intended to ensure the whole organisation and the commitments we make are pointed in the same direction in meeting our priorities and that our resources are better deployed to improve our likelihood of success in meeting our commitments.
4	**Recommendation**
4.1	Members of the Strategic Planning and Change Committee are invited to discuss the paper.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** The content of this update report does not impact upon risk appetite or risk registers.

5.2 5.2.1	**Financial** There are no financial implications of this update report.	
5.3 5.3.1	**Environmental & Sustainability** There are no environmental and sustainability implications of this update report.	
5.4 5.4.1	**Workforce** There are no workforce implications of this update report.	
5.5 5.5.1	**Health & Safety** There are no health and safety implications of this update report.	
5.6 5.6.1	**Health & Wellbeing** There are no health and wellbeing implications of this report.	
5.7 5.7.1	**Training** There are no training implications of this report.	
5.8 5.8.1	**Timing** This report and the discussions will Service considerations in further improving its Strategic Planning Processes.	
5.9 5.9.1	**Performance** There are no performance implications of this report.	
5.10 5.10.1	**Communications & Engagement** There are no communications and engagement implications of this report.	
5.11 5.11.1	**Legal** Section 41B of the Fire (Scotland) Act 2005 (as amended) requires the SFRS to prepare a three year Strategic Plan.	
5.12 5.12.1	**Information Governance** There are no information and governance implications of this report.	
5.13 5.13.1	**Equalities** There are no equalities implications of this report.	
5.14 5.14.1	**Service Delivery** There are no Service Delivery implications of this report.	
6	**Core Brief**	
6.1	Not applicable	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Mark McAteer, Director of Strategic Planning, Performance and Communications
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.2	**Rationale:**	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.

8	Appendices/Further Reading
8.1 8.2	Appendix A – Ten Year Strategic Planning Horizon Appendix B Three Year and Annual Planning cycles

Prepared by:	Louise Patrick, Strategic Planning and Partnerships Coordinator
Sponsored by:	Mark McAteer, Director of Strategic Planning, Performance and Communications
Presented by:	Mark McAteer, Director of Strategic Planning, Performance and Communications

Links to Strategy and Corporate Values
OUTCOME: Our organisational performance, productivity and resilience continually improves.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Planning and Change Committee	*6 November 2025*	*For Scrutiny*

APPENDIX A

SFRS Ten Year Strategic Planning Horizon

YEAR	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
LTV	SFRS Long Term Vision									
Fire and Rescue Framework for Scotland (26-31/) (31-36) (36-41)										
SFRS Strategy	Strategy 2025-28			Strategy 2028-31			Strategy 2031-34			Strategy 2034-37
3 Year Delivery Plan	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
Local Area Plans		2026-29			2029-32			3032-35		
MTFP										
EI	PHASE 1 Projects ESMCP NMS Resilience Hubs SCBA eSAMS Rostering Internet of things BMS		Phase 1					Phase 2		
CSR	Phase 1 Projects PPF DDaT Pay and Reward Framework Corporate Services Catalogue Corporate Services Structure		Phase 1					Phase 2		
SDR	PHASE 1 Projects Station Appliance/ Footprint Alternative Duty Systems Developing FF role Special Appliance Review Flexi duty Officer Review		Phase 1					Phase 2		
Culture and Leadership Programme	Phase 1 Projects Leadership Development Framework		Phase 1					Phase 2		
Key Directorate Strategy Updates		Procurement People*	Prevention* Training*		Energy/ Carbon Management	DDaT	Operational Strategy *			
PMF	Iteration									

* Discuss scrutiny with IGF

Three-Year Planning Cycle: High Level Overview

2025/26

Mar 25: Annual Resource and Capital Budget

May 25: SFRS Strategy 2025-28

Jun 25: Three-Year Delivery Plan 2025-28/ AOP 2025/26

Jun 25: Performance Management Framework 2025-28

Jun 25: Mid-Term Financial Plan/Strategy

Oct 25: Local Fire Plans for Consultation

2026/27

Mar 26: Annual Resource and Capital Budget

Mar 26: Three-Year Delivery Plan 2025-28 / AOP 2026/27 (Year 2)

Mar 26: Performance Management Framework (Y2)

Mar 26: Mid-Term Financial Plan/Strategy

Mar 26: Blueprint

Mar 26: Local Fire Plans released to LA Scrutiny Committees

2027/28

Mar 27: Annual Resource and Capital Budget

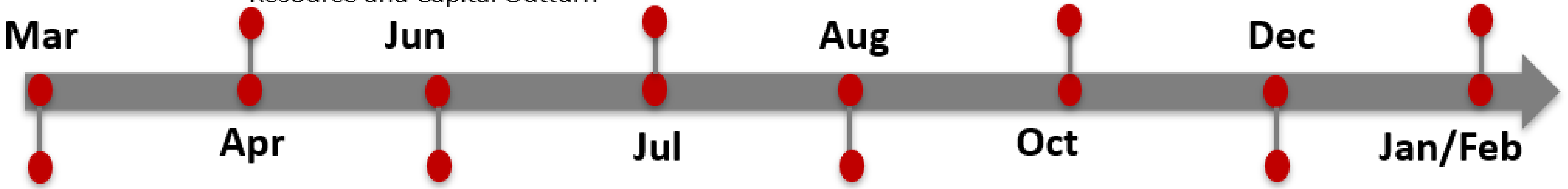
Mar 27: Three-Year Delivery Plan 2025-28 / AOP 2027/28 (Year 3)

Mar 27: Mid-Term Financial Plan/Strategy

Mar 27: Blueprint

Mar 27: Performance Management Framework (Y3)

SFRS Annual Board Reporting



March
- Three-Year Delivery Plan
- Performance Management Framework
- Social Impact Pledge

April
- Annual Governance Review
- Internal Audit Report
- Corporate Parenting Annual Plan
- Equal Pay/Gender Pay Gap Report
- Mainstreaming Report
- Resource and Capital programme
- Resource and Capital Outturn

June
- Board Effectiveness Annual Review
- Debt Write Off

July
- Annual Performance Review Report

August
- SFRS Committees Annual Reports
- SFRS Working in Partnership
- Annual Procurement Report

October
- Annual Report & Accounts
- Strategic Asset Management Plan Review
- Board Forward Plan Schedule

December
- Safety and Assurance Annual Report

January/February
- Resource Budget Approach

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee

Report No: C/SPCC/24-25

Agenda Item: 8.1

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**								
Meeting Date:	**6 NOVEMBER 2025 (DATA AS OF: 06 OCTOBER 2025)**								
Report Title:	**PORTFOLIO SUMMARY REPORT**								
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**							
		A	B	C	D	E	F	G	

1	**Purpose**
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee with an overview of the Strategic Change Portfolio in the following areas – risk, interdependencies, costs and capacity to deliver.
2	**Background**
2.1	The Scottish Fire and Rescue Service (SFRS) has a comprehensive strategic change portfolio which is designed to enhance the efficiency, effectiveness, and sustainability of the fire and rescue service across Scotland. The portfolio is structured around three distinct programmes: Service Delivery Review (SDR), Enabling Infrastructure (EI), and Corporate Services Review (CSR).
2.2	**Service Delivery Review**
2.2.1	The central objective of the Service Delivery Review programme is 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, whilst delivering a balanced budget. The programme will look at where our stations are based and how we staff our appliances. It will address the 10-pump temporary withdrawals and, where possible, current estates challenges, primarily RAAC and the provision of dignified facilities and contamination controls. Expected benefits include increased on-call appliance availability, avoidance of capital spend and freeing up resources to invest more in targeting Prevention and Training, aligned to need/risk.
2.2.2	**Key Components**
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 is ongoing and will close on 16 September 2025. Approved options will then be implemented from early 2026 onwards.
2.2.5	**Anticipated Outcomes (not exhaustive)** The Service Delivery Review is expected to contribute to the following outcomes: • Operational resources better matched to risk and demand • Reduced capital investment backlog • Better utilisation of resources and facilities

	• Enhanced firefighter safety • Improved staff attraction and retention • Increased organisational capacity • Enhanced community safety (through PP&P) • Improved partnership working • Reduced community inequality • Better informed future planning and decision making (regarding risk and demand)
2.3 2.3.1	**Corporate Services Review** The Corporate Service Review programme aims to enhance the administrative and support functions of the SFRS. This involves integrating services, streamlining processes, improving governance, and ensuring that corporate services are aligned with the strategic objectives of the organisation.
2.3.2	**Key Components** 1. **Governance and Leadership**: Strengthening governance structures and leadership practices to ensure effective oversight and strategic direction. This includes enhancing accountability, transparency, and stakeholder engagement. 2. **Human Resources and Workforce Development**: Focusing on the culture, recruitment, training, and development of personnel. This includes ensuring that all staff have the necessary skills and support to perform their roles effectively. 3. **Integrated Strategic Planning, Financial Management and Sustainability**: Ensuring the financial health of the SFRS through robust strategic planning, budgeting, financial planning, and resource allocation. This component also involves exploring opportunities for efficiencies and revenue generation. 4. **Structures**: Ensuring that the Corporate Services Functions are appropriately structured to meet the future needs of SFRS, whilst considering public sector collaboration and technological enablement.
2.3.3	**Anticipated Outcomes (not exhaustive)** The Corporate Service Review is expected to result in: • Enhanced governance and leadership that supports strategic objectives. • A skilled and motivated workforce that is well-equipped to meet organisational demands. • Improved financial management and sustainability, ensuring the long-term viability of the SFRS. • Improved strategic planning though the integration of service planning, change, resource management and financial planning.
2.4 2.4.1	**Enabling Infrastructure** The Enabling Infrastructure 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	**Outcomes** The Enabling Infrastructure Programme will result in: 1. **Enhanced Safety and Responsiveness:** Our people are protected, and enabled to better support our communities through modern, well-equipped infrastructure and technologies 2. **Engaged and Satisfied Workforce:** Our people are engaged and thrive in dignified, flexible, and inclusive environments that support their health and wellbeing 3. **Improved User Experience:** Our people benefit from investments in infrastructure

	that empower them to deliver high quality services internally and to the communities we serve 4. **Best Value and Sustainability:** Our infrastructure related investments contribute to sustained financial health, value for money and optimal resource use across the organisation and support our transition to a more environmentally sustainable and resilient organisation
3	**Main Report/Detail**
3.1 3.1.1	**Service Delivery Review** The public consultation ended on 16 September 2025. Over 40 engagement events were held across Scotland with a total attendance of 840 people. 3,670 survey responses have been received. Four wellbeing sessions have been held for those involved in planning, leading and facilitating consultation events; offering space to reflect and signposting to support available. A lessons learned exercise has also been undertaken and key areas of learning and reflection include: - value of working as a committed and highly collaborative team with strong internal partnerships and diverse expertise - successful delivery of the consultation on time and to a high standard - recognition of the tight deadlines and limited resources - the importance of senior leader buy-in and support - awareness of future risks such as potential legal challenge, political intervention, and new internal systems that could affect implementation and data integrity
3.1.2	The focus of the Programme Team for the coming weeks is the preparation of the Case for Change documentation for the SFRS Board decision in December. Draft packs are due to be ready end of October. There is a red risk around the achievability of the timeline due to the volume of papers that need to be produced and the potential for both known and unknown complexities to hinder progress. To mitigate this risk a session has been scheduled with Garry Mackay and Andrew Girrity to review progress, the impact of any delays and agree mitigations. Contingency planning is also being undertaken in case the need for further meetings materialises or a decision is not made on 18 December.
3.1.3	The Alternative Duty Systems workstream remains on track and the Training Impact Assessment Tool workstream has been closed following its completion. The tool will continue to be developed by the Training Performance Officer.
3.2 3.2.1	**Corporate Services Review** New Demand proposals were approved at the September meeting of the Change Portfolio Investment Group. These included: • Corporate Services Service Catalogue; and • Support Staff Pay and Reward Framework Review.
3.2.2	Tender specifications are under development for both of these initiatives. Development of the overarching programme plan including resource and funding requests is ongoing.
3.2.3	Engagement sessions with Directors, Heads of Function and their direct reports have all been held and development of options for the Corporate Services Directorate Structure is in progress. A recommendation will be presented for decision by the end of 2025. Implementation will then begin start of 2026.
3.2.4	It has been agreed that there will be a reset of the People, Payroll and Finance element of Corporate Services Review. In the immediate term areas of focus and delivery will include: - addressing system functionality gaps - data cleansing - printed payslip decommissioning

	- development and completion of an outline business case which will make a recommendation for the way forward and seek approval for any proposed changes and associated funding requirements
3.2.5	The latter three will all be delivered by the end of the financial year.
3.2.6	The Strategic element of the Outline Business Case will be scrutinised by the Strategic Planning and Change Committee on 6 November.
3.3	**Enabling Infrastructure**
3.3.1	The Programme Strategy was approved at the October meeting of the Programme Board together with the Programme Risk Register. The overall health of the programme is Green with the resource currently showing as Amber due to lack of a Programme Officer and associated support. It is anticipated there will be comprehensive support in place by end of October.
3.3.2	The implementation of the Integrated Command and Control Solution (ICCS) is on track for December 2025 although the timeline remains Amber due to compressed delivery timescales. The project went through the Scottish Government's Go-Live Assurance Gateway in mid-October and the phased go-live will start on 11 November beginning with Edinburgh OC, followed by Dundee OC on 25 November and Johnstone OC on 2 December. Training is in progress and ley business readiness activities completed. The Business Readiness Status Report is appended to this report. Work is also progressing on the CAD with detailed design and integration workshops scheduled throughout October.
3.3.3	The go-live of the Payroll and Availability modules of the Rostering system are on track for the North SDA on 3 December and the East SDA on 3 February 2026. The go-live date for the West SDA is currently being finalised due to a request for a small extension from the supplier. Due to the proximity of Bonfire Night and the implementation of ICCS in the Edinburgh OC, it is anticipated that the go-live date for the West SDA will be mid-November. User Acceptance Testing (UAT) has begun on the Roster module with functionality being released on a phased basis by the supplier. Any defects identified are being fed back on a rolling basis to enable swift resolution. The timeline for the Roster module go-live remains tight with the first phase due to commence in the North SDA on 20 January 2026. This is dependent on all system functionality being available by end of November. The project team are working closely with the supplier to ensure timelines are maintained. Business readiness planning is ongoing and the Business Readiness Status is appended to this report.
3.3.4	Recruitment of a Project Manager for Self-Contained Breathing Apparatus (SCBA) is scheduled to conclude in October. Drafting of the Outline Business Case has begun and development of a specification is ongoing. This is expected to continue through to February 2026 with the aim of finalising it in April 2026 before going out to tender early Summer. Timescales remain indicative at this stage.
3.3.5	A route to market has been identified for procurement of the Safety and Assurance Management System (eSAMS). Supplier demonstrations have been held and refined costings are to be worked through. A Final Business Case will be developed which will include detailed project costs, resource requirements and delivery timescales.
3.4	**Leadership and Culture**
3.4.1	The programme vision, outcomes and benefits have been refined and a short list of priority activities drafted for approval. Work is ongoing to define the measurements and metrics. A formal programme board will be established with the appropriate membership. The programme governance pathway was presented and discussed at the People Committee on 21 October 2025 proposing portfolio oversight and the Strategic Planning and Change Committee overseeing delivery assurance and strategic alignment with People Committee

	reviewing proposals, outcomes and measures. Work on the Leadership and Development Framework is ongoing and a workshop with representation from across SFRS is scheduled for 30 October 2025.
3.5	**Portfolio Risks**
3.5.1	A Portfolio Risk register has been developed reflecting the key risks facing the portfolio. These include: • 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. An integrated portfolio planning session incorporating all three programmes is scheduled for October. • 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; and the decision arising following the Service Delivery Review public consultation will also occur around the same time which may result in changes not being fully adopted by all parts of the organisation and benefits not being fully realised.
3.6	**Planning and Resourcing**
3.6.1	The Portfolio Plan on a Page is appended to this report. This provides a high-level overview of the portfolio and the RAG status of key milestones. Individual programme and project plans are held within the programme and project management (PPM) system, WRIKE. Next steps include detailed dependency mapping and analysis of resource requirements.
4	**Recommendation**
4.1	The Strategic Planning and Change Committee is asked to: • Scrutinise the contents of the current report; and • Note the progress and associated constraints across the Change Portfolio.
5	**Key Strategic Implications**
5.1	**Risk Appetite and Alignment to Risk Registers**
5.1.1	SFRS has an Ambitious Appetite in relation to exploring new delivery models, specifically related to SSRP and utilising various data and information sources. This is reflected in the scale of ambition within the Strategic Change Portfolio and the volume of change scheduled for delivery over the coming months. Each project and programme maintain a risk register and risks are escalated where necessary through the relevant governance routes. Risks which impact the whole of the change portfolio are incorporated within the Portfolio Risk Register.
5.2	**Financial**
5.2.1	Ongoing funding discussions taking place with the Scottish Government.
5.3	**Environmental & Sustainability**
5.3.1	There are no direct key environmental & sustainability implications arising from this cover paper.
5.4	**Workforce**
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	**Health & Safety**
5.5.1	There are no direct Health and Safety implications associated with this cover paper.

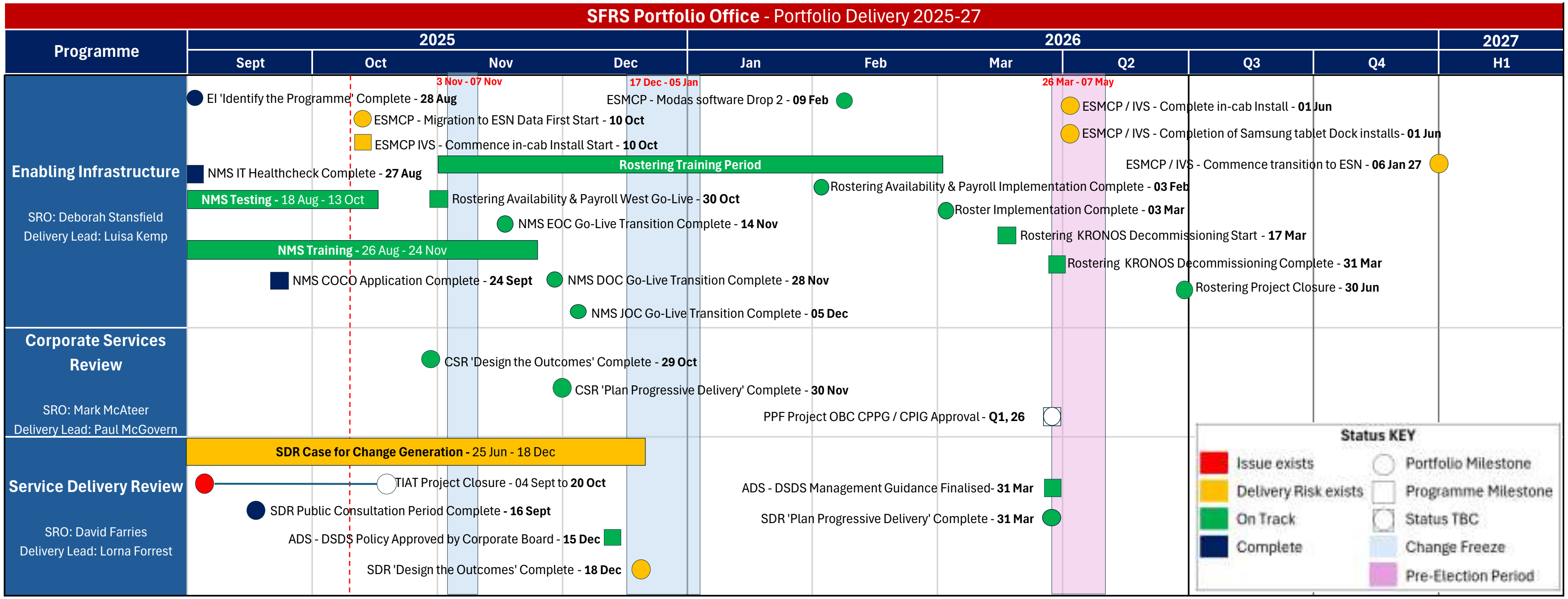
5.6 5.6.1	**Health & Wellbeing** There are no direct Health and Wellbeing implications associated with this cover paper.	
5.7 5.7.1	**Training** Training resource will be required across various projects.	
5.8 5.8.1	**Timing** See section 3	
5.9 5.9.1	**Performance** See section 3.	
5.10 5.10.1	**Communications & Engagement** There are no direct key communication and engagement implications arising from this cover paper.	
5.11 5.11.1	**Legal** There are no direct key legal implications arising from this cover paper.	
5.12 5.12.1	**Information Governance** A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this cover paper.	
5.13 5.13.1	**Equalities** An Equalities Impact Assessment is not required as there is no personal/sensitive information on this cover paper.	
5.14 5.14.1	**Service Delivery** There are no direct key Service Delivery implications arising from this cover paper.	
6	**Core Brief**	
6.1	Not applicable	
7	**Assurance (Board/Committee Meetings ONLY)**	
7.1	**Director:**	Sarah O'Donnell Deputy Chief Officer Andy Watt Deputy Chief Officer
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.2	**Rationale:**	The report is based upon the regular highlight reporting by each project and programme and the monitoring of progress across the portfolio. Time, quality and resources are reviewed based on a red and amber escalation RAG status, including key dependencies and interdependencies.
8	**Appendices/Further Reading**	
8.1 8.2 8.3	Appendix A – Portfolio Dashboard. Appendix B – Portfolio Plan on a Page Appendix C – Business Readiness Report	

Prepared by:	Heather Martin, Change Centre of Excellence Manager
Sponsored by:	Deputy Chief Officer (Corporate Services) Sarah O'Donnell Deputy Chief Officer Andy Watt

Presented by:	Heather Martin, Change Centre of Excellence Manager
Links to Strategy and Corporate Values	
We are fully accountable and maximise our public value by delivering a high quality, sustainable and rescue service for Scotland.	

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Portfolio Progress Group	20 October 2025	For Scrutiny
Strategic Planning and Change Committee	6 November 2025	For Scrutiny

APPENDIX A


SFRS Portfolio Office - Portfolio Delivery 2025-27
Programme
2025
2026
2027
Sept
Oct
Nov
Dec
Jan
Feb
Mar
Q2
Q3
Q4
H1
3 Nov - 07 Nov
17 Dec - 05 Jan
26 Mar - 07 May
Enabling Infrastructure
SRO: Deborah Stansfield
Delivery Lead: Luisa Kemp
EI 'Identify the Programme' Complete - 28 Aug
ESMCP - Modas software Drop 2 - 09 Feb
ESMCP - Migration to ESN Data First Start - 10 Oct
ESMCP IVS - Commence in-cab Install Start - 10 Oct
ESMCP / IVS - Complete in-cab Install - 01 Jun
ESMCP / IVS - Completion of Samsung tablet Dock installs - 01 Jun
ESMCP / IVS - Commence transition to ESN - 06 Jan 27
Rostering Training Period
NMS IT Healthcheck Complete - 27 Aug
NMS Testing - 18 Aug - 13 Oct
Rostering Availability & Payroll West Go-Live - 30 Oct
Rostering Availability & Payroll Implementation Complete - 03 Feb
Roster Implementation Complete - 03 Mar
NMS EOC Go-Live Transition Complete - 14 Nov
Rostering KRONOS Decommissioning Start - 17 Mar
NMS Training - 26 Aug - 24 Nov
Rostering KRONOS Decommissioning Complete - 31 Mar
NMS COCO Application Complete - 24 Sept
NMS DOC Go-Live Transition Complete - 28 Nov
Rostering Project Closure - 30 Jun
NMS JOC Go-Live Transition Complete - 05 Dec
Corporate Services Review
SRO: Mark McAteer
Delivery Lead: Paul McGovern
CSR 'Design the Outcomes' Complete - 29 Oct
CSR 'Plan Progressive Delivery' Complete - 30 Nov
PPF Project OBC CPPG / CPIG Approval - Q1, 26
Service Delivery Review
SRO: David Farries
Delivery Lead: Lorna Forrest
SDR Case for Change Generation - 25 Jun - 18 Dec
TIAT Project Closure - 04 Sept to 20 Oct
ADS - DSDS Management Guidance Finalised- 31 Mar
SDR Public Consultation Period Complete - 16 Sept
SDR 'Plan Progressive Delivery' Complete - 31 Mar
ADS - DSDS Policy Approved by Corporate Board - 15 Dec
SDR 'Design the Outcomes' Complete - 18 Dec
Status KEY
Issue exists
Portfolio Milestone
Delivery Risk exists
Programme Milestone
On Track
Status TBC
Complete
Change Freeze
Pre-Election Period

PORTFOLIO OFFICE

STRATEGIC PORTFOLIO SUMMARY REPORT OCTOBER 2025

STRATEGIC PORTFOLIO SUMMARY REPORT

Programme	Project	Next Milestone Target Completion Date	Next Milestone Forecast Delivery Date	Delivery RAG	Cost	Resource	Commentary
Corporate Services Review Programme (CSR)	**Defining the Programme**	Future Model of Corporate Services Approved (31/12/25)	Future Model of Corporate Services Approved (31/12/25)				Overall health is Amber. Cost held at green following reported PPF budget underspend Time kept at amber from previous month until baseline programme plan created and approved (Plan On A Page to be presented to Board) Skills and resource kept at amber from previous month until resource requirements of scored initiatives understood
	People, Payroll, & Finance (PPF) Discovery Phase	Project Reset Process (tbc)	Project Reset Process (tbc)				Overall health is held at Red. Time Status is Red until an agreed and re-baselined timeline is in place. Skills & Resources is Red due to the lack of Project Manager. Quality maintained at red Cost is held at Amber until cost of Shared Services and funding mechanism known Upcoming Deliverable - take project through reset process.
Service Delivery Review Programme (SDR)	**Public Consultation**	Final Board decision on options to progress to implementation (18/12/25)	Final Board decision on options to progress to implementation (18/12/25)				Overall health: Amber – generally stable but with some areas needing attention. Public Consultation: Successfully closed with 3,670 survey responses and 40 engagement events attended by 840 people, including MPs, MSPs, and councillors. 1,030 community groups were contacted. Political Attention: SDR has been discussed in both the Scottish Parliament and Prime Minister’s Questions. Time RAG: Amber – whilst on track, timeline remains very challenging following end of consultation as planned on 16 September. Key milestones are being monitored up to the SFRS board decision in December. Cost RAG: Green – no additional costs reported. Skills & Resources RAG: Amber – shortfall in operational staff and uncertainty about post-December requirements is affecting forward planning.
	Demand Based Duty System	Policy and Collective Agreement approved by SFRS Corporate Board and FBU Regional Committee 15/12/25	Policy and Collective Agreement approved by SFRS Corporate Board and FBU Regional Committee 15/12/25				Overall health is Green. The project remains in the Delivery Phase and continues to progress steadily. The time RAG status was Amber last month due to Risk ADS-R001 beginning to materialise - Representative Body alignment on Day Shift Duty System Policy wording has taken longer than anticipated. However, this has been returned to Green through the approval of Change Request CR01.
	Training Impact Assessment Tool	Project Closed	Project Closed				Project Closure now agreed (No further reporting required.)

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)	**Defining the Programme**	(tbc)	(tbc)	🟢	🟢	🟡	Overall Programme RAG: Green, Resources at Amber, expected resolution by October 2025 Key Actions: Risk Register and Programme Preparation Plan approved at October Programme Board Communications resource gap needs addressing to progress the Communications Plan Edinburgh Case for Change Pack draft to be completed Continued support for Benefit Profiles development/validation (Rostering & ESMCP/IVS)
	Rostering	Delivery 31/03/26	Delivery 31/03/26	🟡	🟡	🟡	Overall health is Amber Skills & Resources: Improved from Red to Amber due to completion of the Station Commander process and retention of the Watch Commander. Still Amber due to small team size. Quality: Remains Amber due to need for some additional development work. There has been positive progress with Gartan and Rostering collaboration. Time: Now Green following approvals of change requests – Availability and Payroll applications are on track to go live on 30 October 2025. Legal discussions have been resolved. Cost: Amber – Some additional costs have been identified in relation to extension of Kronos system use, together with a small amount required for development work to be done by Gartan. Whilst whole life project costs remain within the agreed business case cost, the project is now forecasting an overspend against the FY25/26 allocated budget.
	New Mobilising System	DOC ICCS Transition Complete (28/11/25)	DOC ICCS Transition Complete (28/11/25)	🟡	🟢	🟢	Project reporting Amber due to continued compressed delivery times. Key issue which may threaten the Integrated Communication Control System (ICCS) by December 2025 relates to a Windows setting causing audio settings to need to be reset multiple times a day. The key risk which may threaten ICCS Implementation deadline by December 2025 relates to lack of contingency within the approved training schedule if this is not completed as per plan (NMS056J).
	ESMCP / IVS	Commence in-cab deinstall/ Install (Airwave SAN A/CF33/R5/Samsung Docks) (27/10/25)	Commence in-cab deinstall/ Install (Airwave SAN A/CF33/R5/Samsung Docks) (27/10/25)	🟡	🟢	🟢	Overall health is Amber. ESMCP - Draft Programme Business Case (PBC) received and reviewed by Programme Manager and Finance Business Partner. Summary prepared for the ESMCP SRO; briefing paper presented to July Board with no concerns raised. ESN Data First - R5 issues resolved. MoU signed with Home Office for hardware/software upgrades. Procurement about to proceed via VEAT: Initial installation contract with Telent V2 MCX purchase and install with Handsfree Group. Finance secured for all components. IVS - Sprint 16 progressing, though previous sprint faced blockers (MDT builds, network logs). Guardian Fire Web install complete except for data pump tasks. 3TC delays continue to affect timeline. East GD92 upgrade completed successfully. Connectivity testing ongoing. New data loading tool introduced by supplier. Training package pending final sign-off after bug resolution. DaTs Transition Documentation in development. Readiness Assessment underway with Portfolio Office for pilot and post-pilot go/no-go decisions.
	eSAMs	Procurement conclusion (31/10/25)	Procurement conclusion (31/10/25)	🟢	🟢	🟢	Overall Status: Green. Cost: Green – budget is currently on track. Resources/Skills: Being released to the project. Time: Amber – due to a delayed start and current scheduling pressures. Project Stage: Between Intake and Planning. Procurement: Underway, with a UIG in place. Requirements have been issued via the SVARS framework. Risks: Time pressure due to the later-than-planned started.

STRATEGIC PORTFOLIO SUMMARY REPORT

Programme	Project	Next Milestone Target Completion Date	Next Milestone Forecast Delivery Date	Delivery RAG	Cost	Resource	Commentary
Leadership and Culture	**Leadership and Culture**	tbc	tbc				A number of workshops have been held with senior stakeholders and discussions are ongoing to agree next steps. Work on the Leadership and Development Framework is ongoing and a workshop with representation from across SFRS is scheduled for 30 October 2025.

APPENDIX C

SCOTTISH FIRE AND RESCUE SERVICE

CPPG

Report No:

Agenda Item:

Report to:	**CHANGE PORTFOLIO PROGRESS GROUP**							
Meeting Date:	**20TH OCTOBER 2025**							
Report Title:	**BUSINESS READINESS REPORT**							
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide the Change Portfolio Progress Group (CPPG) with an overview of Business Readiness of projects delivered through the Change Portfolio. By exception, it will spotlight risks and remedial actions only in relation to end-user ability to adopt the required changes necessary for service delivery and benefits realisation. It will avoid duplicate reporting on risks relating only to project delivery. As such, whilst there are some commonalities, Business Readiness RAG can be quite different to Project RAG status.
2	**Background**
2.1	To manage Business Readiness in the Change Portfolio, each project that requires or enables changed ways of working will produce an Implementation Readiness Checklist. This checklist will consist of categorised plain language questions which must be satisfactorily addressed before the project team can provide assurance to the Go / No-Go decision makers that the business changes required to be made by SFRS for a successful implementation have been completed. A summary of each project Implementation Checklist is provided through a heatmap and short summary against each category of questions. The numbered boxes correspond to specific questions from the checklists, which are linked in Section 8: Appendices. In Section 3.5, cumulative change impacts for stakeholders affected by multiple projects are presented. The projects described in this report are: • New Mobilising System Phase 1 (ICCS – Integrated Command and Control System) • Rostering (Availability, Payroll, and Roster) ○ Note that a Change Request was approved at Enabling Infrastructure Programme Board on 5th September 2025. Rostering Readiness statuses are presented to reflect the new Go-Live dates.

3	Main Report/Detail

3.1 **New Mobilising System**

Phase 1 – Integrated Command and Control System (ICCS)
Go Live dates:
- Edinburgh OC – 11th November 2025
- Dundee OC – 25th November 2025
- Johnstone OC – 2nd December 2025

Overall Readiness RAG: Green. Expectation that SFRS will be ready for the Go-Live dates.

Key updates since last report:
- Site Acceptance Testing complete.
- User Acceptance Testing complete. Retesting completed 8th Oct.
- UAT defect rectifications underway.
- SLA documentation approved at NMS Project Board.
- End-user training underway across all OCs.

Readiness Summary	
People	Training has commenced across EOC and DOC. 100% complete by end of Nov as all tasks are linked to JOC training.
Processes	Dependent on if work instructions are required as a result of testing or training. This will be 100% complete end of JOC training.
Data	100% complete.
Testing	UAT retesting due to complete 08th October.
Tech&Inf	In plan and resourced, continue to track within project plan
Contracts	Project documentation under review in readiness for handover.
Ops/DaTS	SLA documentation is underway and will be approved at project board 6th October.
Comms	Comms plan due to be approved at project board 23rd September.
Business	Business due to complete by mid October following DAO review.
Project Documentation	Following updates to FBC for Phase 2 updates, this will be 100% complete.

Action Required to maintain Go-Live	
Reference	**What**
People	Training commenced for DOC & EOC. Contingency is very limited within training plan e.g. for operational incidents, sickness etc. Monitor any slippage closely.
Go-Live Process	Go/No-Go meeting to be set up prior to go-lives. Approval sought from decision makers for Go-live process

Full checklist of questions and associated statuses and sign off criteria linked below:
Implementation Readiness Checklist - NMS (BRP).xlsx

Legend	
(blue)	Complete
(green)	On track for completion date
(amber)	Activity completion delayed, no current impact to Go-Live
(red)	Activity completion delayed, will impact Go-Live

ICCS Readiness Heatmap - 6th Oct

Date	July	Aug	Sept	Oct	Nov	Dec
% Complete	20%	21%	46%	55%		

People		
1	2	3
4	5	6
7	8	9
10	11	

Processes		
12	13	14
15	16	17
18	19	

Data		
20	21	22
23	24	25
26	27	

Testing		
28	29	30
31	32	33
34	35	

Tech & Inf		
36	37	38
39	40	41
42	43	44
45	46	

Contracts		
47	48	49
50	51	52
53		

Ops & DaTS		
54	55	56
57	58	59
60	61	

Comms		
62	63	64
65	66	

Business		
67	68	69
70	71	72
73	74	75
76	77	78
79	80	81
82	83	84

Project Documentation		
85	86	87
88	89	90
91		

Readiness Heatmap - 4th Sept

Date	July	Aug	Sept	Oct	Nov	Dec
% Complete	20%	21%	31%			

People		
1	2	3
4	5	6
7	8	9
10	11	

Processes		
12	13	14
15	16	17
18	19	

Data		
20	21	22
23	24	25
26	27	

Testing		
28	29	30
31	32	33
34	35	

Tech & Inf		
36	37	38
39	40	41
42	43	44
45	46	

Contracts		
47	48	49
50	51	52
53		

Ops & DaTS		
54	55	56
57	58	59
60	61	62

Comms		
63	64	65
66	67	68

Business		
69	70	71
72	73	74
75	76	77
78	79	80
81	82	83
84		

Project Documentation		
85	86	87
88	89	90
91	92	93
94		

3.2	**Rostering (Availability)**

Go Live dates (approved at Enabling Infrastructure Programme Board on 5th Sept 2025):
- West SDA – 30th October 2025
- North SDA – 3rd December 2025
- East SDA – 3rd February 2026.

Overall Readiness RAG: Green/Amber. Expectation that SFRS will be ready for the Go-Live date, though last minute functionality requests present a risk to delivery if Gartan miss October deadlines.

Key updates since last report:
- Product Owner confirmed (DACO MacKay, delegated to GC Paddy Farrell)
- Training roll-out continues amongst FDOs, Business Support.
- Training materials on iHub for On-Call and Volunteer users.
- Gartan working on remaining bug fixes, high priority fixes all expected by Oct 9th, though risk exists due to proximity to Go-Live.
- Gartan overarching Business Continuity / Disaster Recovery Plan received, SFRS can now update local BCPs.

Readiness Summary	
People	Training rollout has begun, T-t-T complete with OC.
Processes	Minor change of processes between previous and new version of Gartan, all in hand.
Data	Good progress on data, access and security arrangements confirmed.
Testing	UAT complete, though new functionality identified which may require another UAT drop.
Tech&Inf	Supplier BCP provided, updates to local SFRS BCPs underway
Contracts	In hand. Unclear if contractual deliverables will all be met but shouldn't affect Go-Live
Ops/DaTS	Progressing well.
Comms	Team managing comms due to resource demands on Comms team. In hand. Countdown comms plan prepared
Business	Go-Live process initiated.

Action Required to maintain Go-Live	
Reference	**Action Needed**
23-27: Defects	Awaiting confirmation that priority defects are resolved, update due on Oct 9th.
59: Hypercare	Arrangements for hypercare to be agreed on resolving manual workarounds, where they exist
30-33: BCPs	Business Continuity Plans need updating

Full checklist of questions and associated statuses and sign off criteria linked below:
Implementation Readiness Checklist - Rostering (BRP).xlsx

Availability Heatmap - 9th Oct

Date	July	Aug	Sept	Oct	Nov	Dec
% Blue	10%	15%	18%	38%		

People		
1	2	3
4	5	6
7	8	9

Processes		
10	11	12
13	14	15

Data		
16	17	18
18b	19	

Testing		
20	21	22
23	24	25
26	27	28

Tech & Inf		
29	30	31
32	33	34
35		

Contracts		
36	37	38
39	40	41

Ops & DaTS		
42	43	44
45		

Comms		
46	47	48

Business		
49	~~50~~	51
52	53	54
55	56	57
58	59	60
61		

Readiness Heatmap - 8th Sept

Date	July	Aug	Sept	Oct	Nov	Dec
% Blue	10%	15%	18%			

People		
1	2	3
4	5	6
7	8	9

Processes		
10	11	12
13	14	15

Data		
16	17	18
18b	19	

Testing		
20	21	22
23	24	25
26	27	28

Tech & Inf		
29	30	31
32	33	34
35		

Contracts		
36	37	38
39	40	41

Ops & DaTS		
42	43	44
45		

Comms		
46	47	48

Business		
49	~~50~~	51
52	53	54
55	56	57
58	59	60
61		

Legend	
	Complete
	In plan, resourced, on track against baseline plan.
	Completion delayed against baseline plan, no current impact to Go-Live
	Completion delayed against baseline, will impact Go-Live

3.3 **Rostering (Payroll)**

Go Live dates (approved at Enabling Infrastructure Programme Board on 5th Sept 2025):
- West SDA – 30th October 2025
- North SDA – 3rd December 2025
- East SDA – 3rd February 2026.

Overall Readiness RAG: Green. Expectation that SFRS will be ready for the Go-Live date.

Key updates since last report:
- Product Owner confirmed (DACO MacKay, delegated to Alan Duncan)
- Training complete with Finance users.
- Training materials on iHub for all users.
- Data mapping and vast majority of process activities complete.
- Gartan working on remaining bug fixes, no severe defects expected to remain at Go-Live.
- Gartan overarching Business Continuity / Disaster Recovery Plan received, SFRS can now update local BCPs.

Readiness Summary	
People	All training sessions completed or Finance users. Station champions to oversee completion of user training on station. Training materials all available on iHub
Processes	Update to SOPs / WI almost complete, going through governance in early October.
Data	All readiness activities complete
Testing	UAT complete, no go-live stopping bugs remaining
Tech&Inf	Supplier BCP provided, updates to local SFRS BCPs underway
Contracts	In hand. Unclear if contractual deliverables will all be met but shouldn't affect Go-Live
Ops/DaTS	All in hand
Comms	Countdown comms plan prepared.
Business	Go-Live process initiated, hypercare arrangements to be determined.

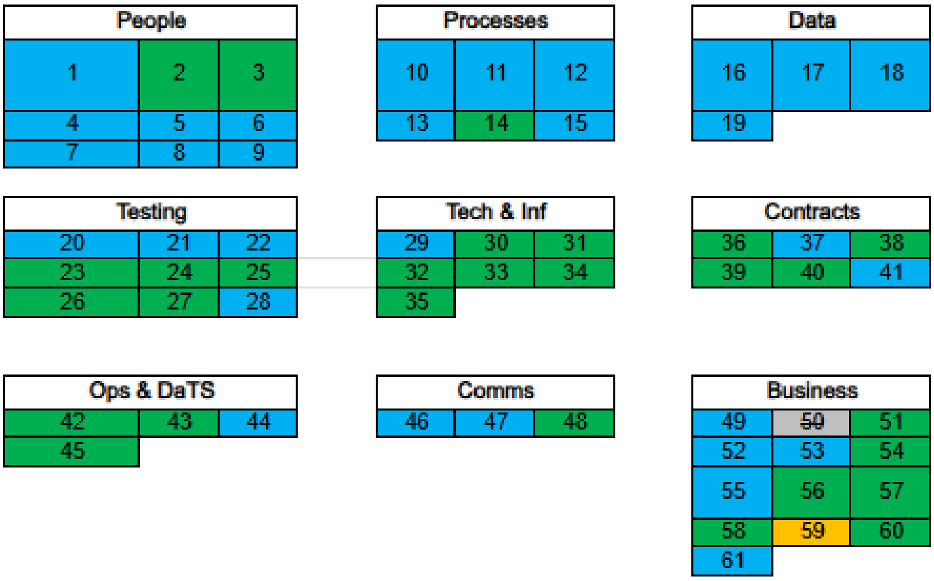
Action Required to maintain Go-Live	
Reference	**Action Needed**
59: Hypercare	Arrangements for hypercare to be agreed for future development.
30-33: BCPs	Business Continuity Plans need updating

Full checklist of questions and associated statuses and sign off criteria linked below:
[Implementation Readiness Checklist - Rostering (BRP).xlsx]

Legend	
	Complete
	On track for completion date
	Activity completion delayed, no current impact to Go-Live
	Activity completion delayed, will impact Go-Live

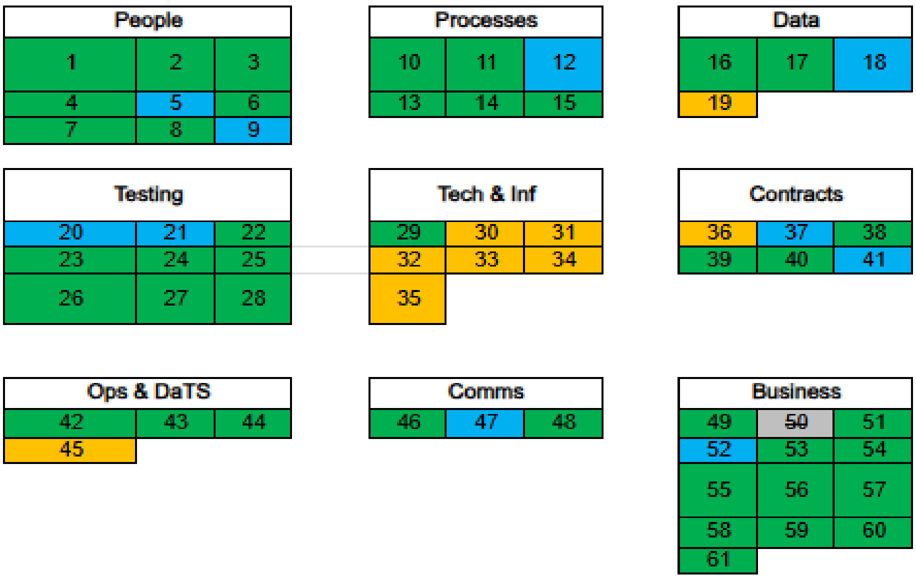
Payroll Heatmap - Oct 9th

Date	July	Aug	Sept	Oct	Nov	Dec
% Complete	12%	15%	16%	51%		



Readiness Heatmap - Sept 8th

Date	July	Aug	Sept	Oct	Nov	Dec
% Complete	12%	15%	16%			



Legend	
(blue)	Complete
(green)	In plan, resourced, on track against baseline plan.
(amber)	Completion delayed against baseline plan, no current impact to Go-Live
(red)	Completion delayed against baseline, will impact Go-Live

3.4 **Rostering (Roster)**

Go Live dates (approved at Enabling Infrastructure Programme Board on 5th Sept 2025):

- North SDA – 20th January 2026
- East SDA – 10th February 2026
- West SDA – 3rd March 2026.

Overall Readiness RAG: Amber. New Go-Live dates have been identified and approved, though readiness remains subject to tight timelines for remaining UAT drops. Full functionality will not be confirmed until late-November. Central Staffing team remain very concerned until functionality presented through UAT drops.

Key updates since last report:

- Product Owner confirmed (DACO MacKay, delegated to GC Paddy Farrell)
- UAT drop 1 and 2 have landed, testing with users has begun.
- Still major gaps in understanding what the system will be able to do at Go-Live.
- Data mapping and security measures complete.
- Gartan overarching Business Continuity / Disaster Recovery Plan received, SFRS can now update local BCPs.

Readiness Summary	
People	Train-the-Trainer invites sent - to commence late Nov. Still require a Training Plan for FDOs, but currently don't know the functionality of the system relating to FDOs. Central Staffing concerned by unproven functionality.
Processes	Not possible to confirm all To-Be processes yet, some Gartan functionality unknown.
Data	Good progress on data, access and security arrangements confirmed.
Testing	UAT timeline held to so far. Bug fixes expected in each subsequent drop.
Tech&Inf	Supplier BCP provided, updates to local SFRS BCPs underway
Contracts	In hand. Unclear if contractual deliverables will all be met but shouldn't affect Go-Live
Ops/DaTS	Needs onboarding to service catalogue
Comms	Team managing comms due to resource demands on Comms team. In hand. Briefings starting to be published.
Business	New timeline is achievable, but timeline remains very tight, and unproven functionality proving challenging with supporting Central Staffing.

Action Required to maintain Go-Live	
Reference	**Action Needed**
5, 58: FDOs	As soon as FDO functionality is understood, a Training Plan must be prepared and acted on as soon as possible.
5,58: CS	Central Staffing greatly concerned about quantity of unknown functionality. Drop-in sessions to be maintained and regular comms needed to keep the dialogue open.
30-33: BCPs	Business Continuity Plans need updating

Full checklist of questions and associated statuses and sign off criteria linked below:
Implementation Readiness Checklist - Rostering (BRP).xlsx

Legend	
	Complete
	On track for completion date
	Activity completion delayed, no current impact to Go-Live
	Activity completion delayed, will impact Go-Live

Roster Heatmap - 9th Oct

Date	July	Aug	Sept	Oct	Nov	Dec
% Blue	8%	11%	13%	23%		

People		
1	2	3
4	5	6
7	8	9
10		

Processes		
11	12	13
14	15	16

Data		
17	18	19
19b	20	

Testing		
21	22	23
24	25	26
27	28	29

Tech & Inf		
30	31	32
33	34	35
36		

Contracts		
37	38	39
40	41	42

Ops & DaTS		
43	44	45
46		

Comms		
46	47	48

Business		
50	~~51~~	52
53	54	55
56	57	58
59	60	61
62		

Readiness Heatmap - 8th Sept

Date	July	Aug	Sept	Oct	Nov	Dec
% Blue	8%	11%	13%			

People		
1	2	3
4	5	6
7	8	9
10		

Processes		
11	12	13
14	15	16

Data		
17	18	19
19b	20	

Testing		
21	22	23
24	25	26
27	28	29

Tech & Inf		
30	31	32
33	34	35
36		

Contracts		
37	38	39
40	41	42

Ops & DaTS		
43	44	45
46		

Comms		
46	47	48

Business		
50	~~51~~	52
53	54	55
56	57	58
59	60	61
62		

Legend	
	Complete
	In plan, resourced, on track against baseline plan.
	Completion delayed against baseline plan, no current impact to Go-Live
	Completion delayed against baseline, will impact Go-Live

3.5 **Cumulative Business Readiness**

Common impacted stakeholders between NMS and Rostering projects are colleagues working in the three Control Rooms. The overlap between Go-Live activities has significantly lessened since the initial Go-Live event for Roster has been delayed until January 2026, and all the ICCS Go-Lives will be completed in 2025. However it is still worth highlighting that Availability Go-Lives on Oct 30th and Dec 3rd reflect some changes for the OCs to manage alongside ICCS, and there are still significant risks concerning delivery of BAU alongside both project countdown-to-go-lives.

A summary of cross-cutting change and challenges with BAU activities are noted below.

Priorities for Control Rooms
In a decision made by senior leadership in July 2025, NMS has been prioritised for their preferred Go-Live dates for ICCS in late 2025. Roster and one Availability/Payroll Go-Live dates are now in early 2026. This deconflicts Roster implementations with ICCS, but a full scoping of NMS Computer Aided Dispatch (CAD) activities in early 2026 is needed to ensure we don't have a repeat situation.

CAD activities in across Jan, Feb and March are expected to be a full SAT, bug fixes, and re-SAT. Early assessments do not reveal conflicts with Roster business readiness activities but this must be closely managed. A series of fortnightly meetings led by the Business Change and Implementation Manager has been set up to monitor this with stakeholders from the Control Rooms, Rostering, and NMS project teams.

Training
There are ~170 individuals across 15 watches that need to undergo training with the new ICCS. The training takes one full day, then hours logged for familiarisation over the following weeks, followed by a confirmation exercise to gain competency. Due to resource availability in the OCs and operational nature of their BAU, each watch will have to stagger their users being available for training, resulting in a training profile that spans several weeks.

Control have 2 touch points with Availability and Roster, each requiring separate training periods. They need to gain competency on new ways of working from Availability & Roster to mobilise appliances, as well as using the Roster App for managing their own roster. Training will be delivered via a combination of LCMS modules and Train-the-Trainer training delivered by Gartan which will be cascaded to OC colleagues through one champion in each OC. This Train-the-Trainer training has been completed with the OC, and training on Roster is scheduled for Jan 5th – 20th 2026.

Availability of Control resource for training is also impacted by the OC Trainee Course running 8th September – 19th December. Due to the recent OC restructure, the Operational teams need to deliver this training themselves in absence of a dedicated Training team.

BAU workload
The OC capacity for implementations, go-lives, availability of support during Hypercare etc. is dependent on the demand for their service. Storms, increasingly likely from late October, will deprioritise implementation activities to ensure service delivery levels meet demand from the public.

Furthermore, colleagues in the OCs have a buddy system so if one room is compromised, colleagues in other OCs can support. During Hypercare of OC 1, with new ways of working, storms, and expected (but hopefully minimal) teething issues, the OCs 2 and 3 should not be expected to also be undergoing significant changes.

	A joint table top exercise between Rostering and NMS project teams with the OCs was planned however has now been cancelled due to the new, later Roster Go-Live timeline. Instead, the Rostering Project has begun a series of Risk deep-dive sessions which are attended by OC colleagues to understand risks around Go-Lives and BAU.
4	**Recommendation**
4.1	The CPPG is asked to: • Note the contents of this report. • Monitor the progress and associated constraints across the Change Portfolio.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** Risk appetite is minimal with regards to service delivery.
5.2 5.2.1	**Financial** There are no direct financial implications associated with this report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this report.
5.4 5.4.1	**Workforce** There are no direct Workforce implications associated with this report.
5.5 5.5.1	**Health & Safety** There are no direct Health and Safety implications associated with this report.
5.6 5.6.1	**Health & Wellbeing** There are no direct Health and Wellbeing implications associated with this report.
5.7 5.7.1	**Training** Refer to section 3.5
5.8 5.8.1	**Timing** Refer to section 3.5
5.9 5.9.1	**Performance** Refer to section 3.1 – 3.4.
5.10 5.10.1	**Communications & Engagement** There are no direct key communication and engagement implications arising from this report.
5.11 5.11.1	**Legal** There are no direct key legal implications arising from this report.
5.12 5.12.1	**Information Governance** A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this report.
5.13 5.13.1	**Equalities** An Equalities Impact Assessment is not required as there is no personal/sensitive information on this report.
5.14 5.14.1	**Service Delivery** Refer to section 3.5.

6	**Core Brief**	
6.1	This report provides a summary of the current Business Readiness as reported by projects in Delivery Phase within the Change Portfolio that are going live with significant business changes.	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	n/a
7.2	**Level of Assurance: (Mark as appropriate)**	**Substantial/Reasonable/Limited/Insufficient**
7.3	**Rationale:**	n/a
8	**Appendices/Further Reading**	
8.1	Business Readiness - EI timeline.xlsx Implementation Readiness Checklist - NMS (BRP).xlsx Implementation Readiness Checklist - Rostering (BRP).xlsx	

Prepared by:	Richard Warren – Business Change and Implementation Manager
Sponsored by:	DCO Sarah O'Donnell, DCO Andy Watt
Presented by:	Richard Warren – Business Change and Implementation Manager
Links to Strategy and Corporate Values	

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Portfolio Progress Group	*20 /10/2025*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee

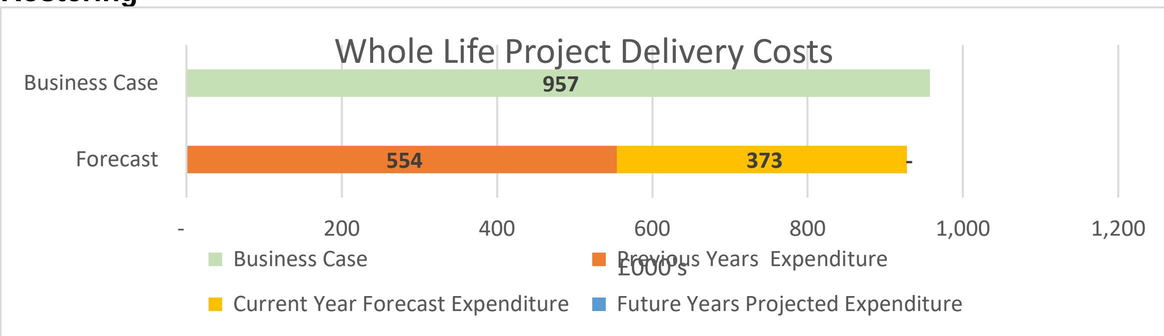
Report No: C/SPCC/25-25

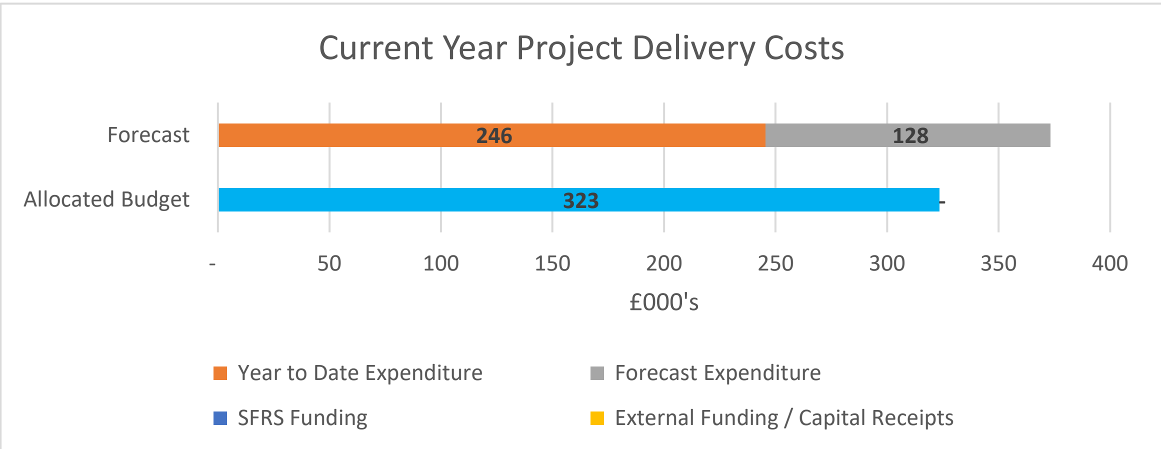
Agenda Item: 9.1

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**							
Meeting Date:	**6 NOVEMBER 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 Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPCC) with an update on the Key Performance Indicators (KPIs) of the Change Portfolio.
2	**Background**
2.1	Three KPIs were approved to be monitored aligned to the revised Change Portfolio governance, namely:
2.1.1	Cost: Costs from latest approved baselined business case measured against forecast completion costs.
2.1.2	Measure will be in £1,000s.
2.1.3	Target is no more than 5% overspend variance from baselined costs.
2.2	Time: Baseline completion date contained within the latest approved project dossier, compared with latest thinking forecast (LTF).
2.2.1	Measure will be in time, i.e. months.
2.2.2	Target is no more than 10% variance from baselined duration.
2.2.3	Financial benefits: Cashable benefits realised, measured in £1,000s.
2.2.4	Target is to track delivery of expected cashable benefits against the latest approved business case.
2.3	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.
2.4	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.

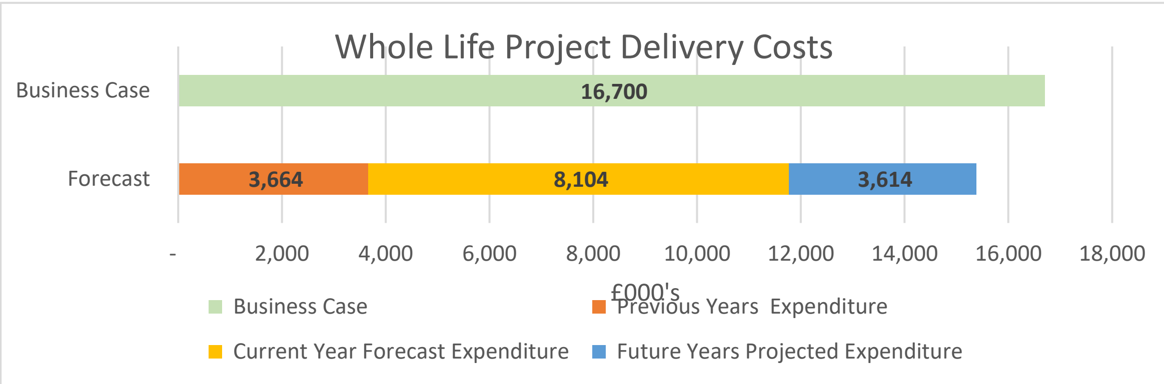
3	Main Report/Detail
3.1	Performance relating to cost, time and financial benefits is monitored in relation to discrete projects and programmes through associated project and programme boards and scrutinised monthly by the Change Portfolio Progress Group (CPPG).
3.2	Performance detailed in the following graphs covers project costs for projects from inception and includes data up to the end of period 06 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 06.
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	**Enabling Infrastructure Programme**
3.5.1	**Rostering**

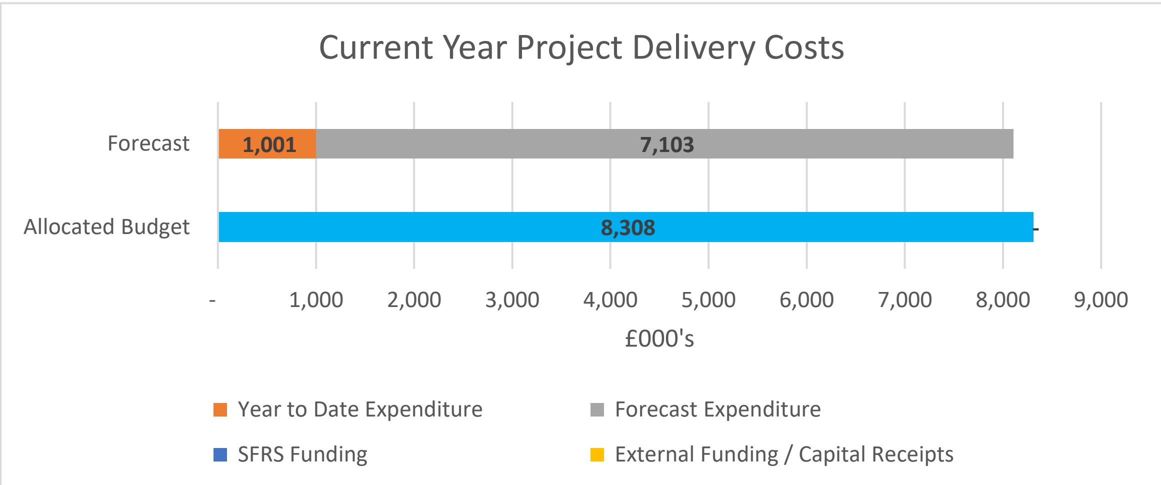




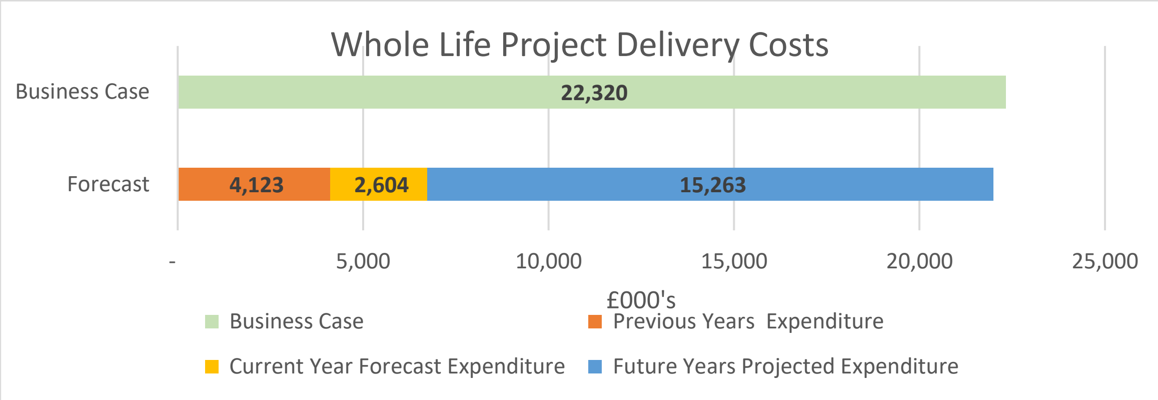
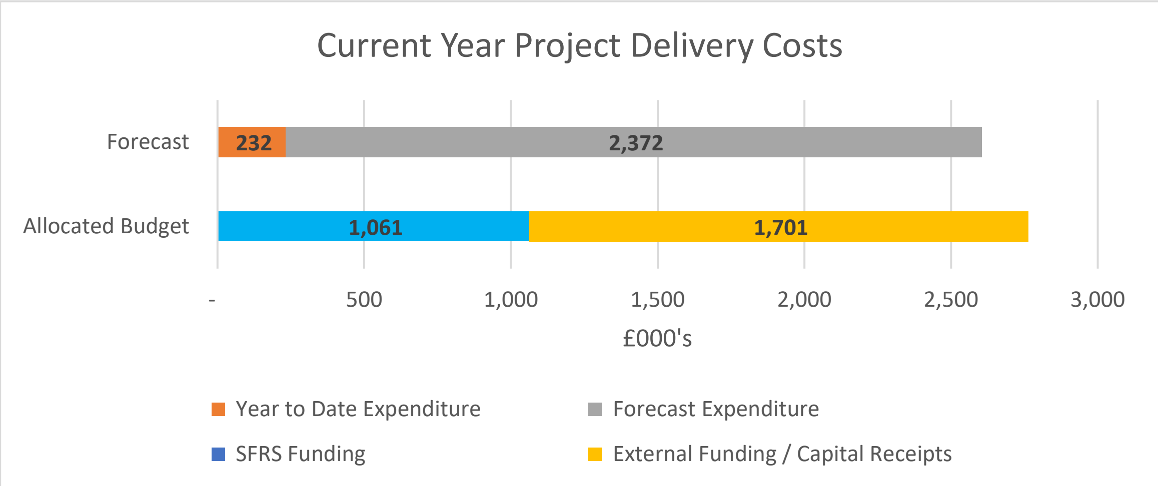
3.5.1.1	Financials are currently amber as the project is forecasting to overspend against this year's forecast by £0.050m in total. This forecast overspend is due to unforeseen additional cost incurred through the necessary retention of Kronos for three months required as a result of supplier delay, and additional development costs. Whole life project delivery costs: forecast to be £0.927m against an approved Business Case of £0.957m, thus an underspend of £0.030m is forecast overall against the approved Business Case.
3.5.1.2	Current year project delivery costs: forecast to be £0.373m against an allocated budget of £0.323m, thus an overspend of £0.050m is forecast. Actuals YTD are £0.246m, the

	remaining forecast of £0.128m is expected to be spent over the remaining months of the year.
3.5.1.3	Previous Years Expenditure: the spend on the project in financial years 23/24 and 24/25 was £0.554m.
3.5.1.4	Benefits: The majority of the cashable benefits identified in the business case are dependent on update of policies and procedures. As part of a change request, the required policy work will be brought back within the scope of the project and relevant policies and procedures updated prior to the go-live of each module. This will support realisation of the identified benefits.
3.5.2	**New Mobilising System (NMS)**

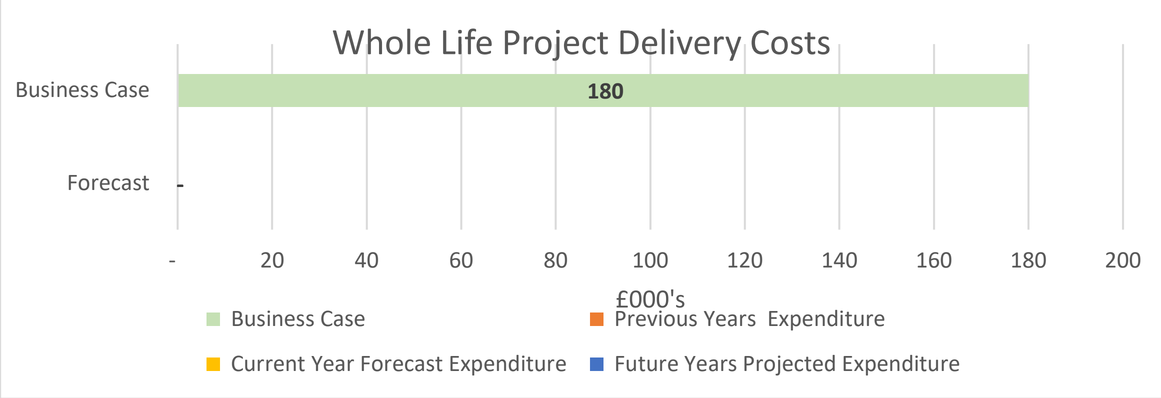


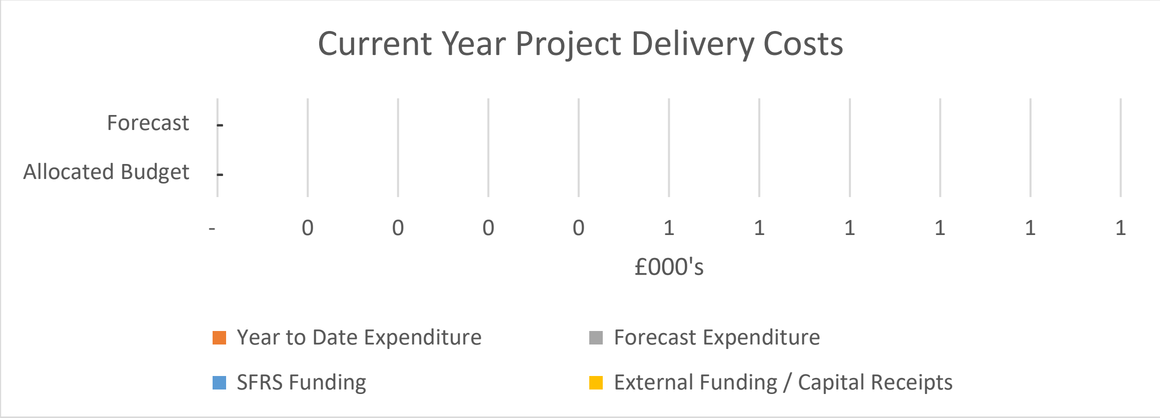


3.5.2.1	Financials are Green, the forecast costs for this year are within the budget allocated.
3.5.2.2	Whole life project delivery costs: forecast to be £15.382m against the original approved Business Case of £16.700m, thus an underspend of £1.118m is forecast against the original approved Business Case.
3.5.2.3	Current year project delivery costs: revised annual forecast to be £8.104m against an allocated budget of £8.308m, an underspend of £0.204m is forecast against this year's budget. Actuals for the year to date (YTD) are £1.001m, further contingency funding will be released by the project over the next few months. £0.400m was be returned as a result of P05 finance review.
3.5.2.4	Previous Years Expenditure: the total spend on the project across financial years 22/23, 23/24 and 24/25 was £3.664M.

3.5.2.5	Benefits: validation of project benefits presented in the original business case is complete. The Benefit Toolkit, containing detail of profiles and the realisation plan was approved at Project Board on 6th Oct ahead of submission to the Digital Assurance Office Go-Live Gate review. The associated report is appended to this report for information and monthly reporting on progress will be incorporated going forward.
3.5.3	**Emergency Services Mobile Communications Programme/In-Vehicle Systems**
	
	
3.5.3.1	Financials are Green, the forecast costs for this year are less than the budget allocated. The whole life project delivery costs are forecast to be £21.990m against an approved Business Case of £22.320m. Currently the implementation costs of the project are forecast to be £0.330m underspent.
3.5.3.2	Current year project delivery costs: forecast to be £2.604m against an allocated budget of £2.762m.
3.5.3.3	Year to date spend on the project has been £0.232m, with an additional £2.372m forecast to be spent over the remaining months of the year.
3.5.3.4	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.
3.5.3.5	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).
3.5.3.6	The programme benefits have been identified, and it is proposed that benefit profiles are developed to support the realisation of these.

3.5.4 **eSAMs**





3.5.4.1 Financials are currently green. Project cost forecast will be informed by the current User Intelligence Group engagement and procurement planning.

3.5.4.2 Current year project delivery costs are based on the original Business Case estimates for now. These costs will be refined and updated as procurement moves forward and are expected to increase.

3.5.4.3 Previous Years Expenditure: there is no expenditure in previous years for this project.

3.5.4.4 Initial Benefit Identification will take place following market engagement and feed in to the Project Dossier which is currently in draft.

3.5.5 **Appliance Withdrawal**

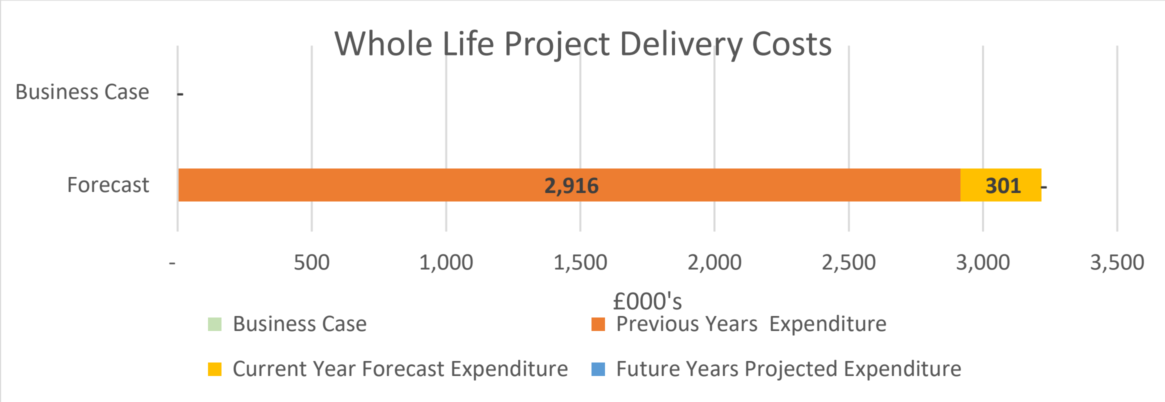
3.5.5.1 In September 2023 the first phase of the Strategic Service Review Programme implemented the temporary withdrawal of ten wholetime pumps.

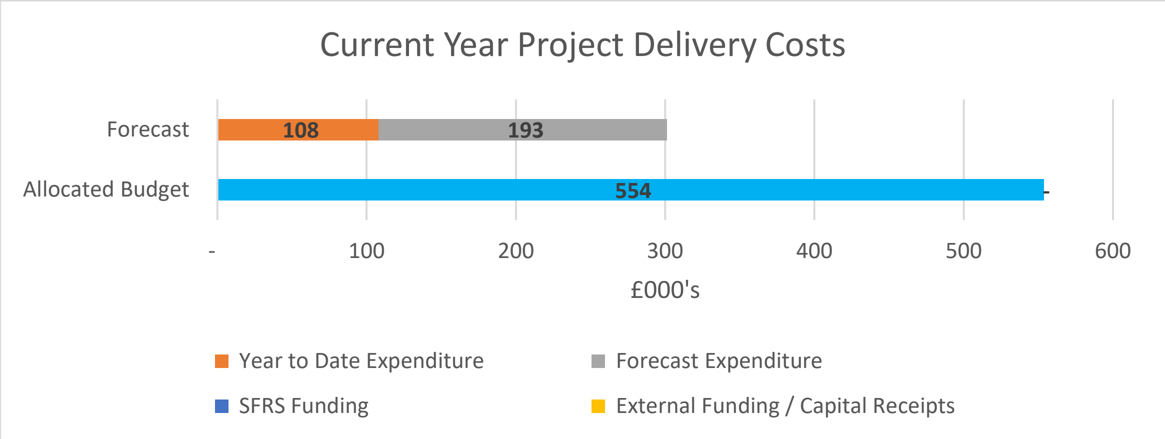
3.5.5.2 This delivered forecast resource budget savings of £4.0m within the 2023/2024 financial year.

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

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

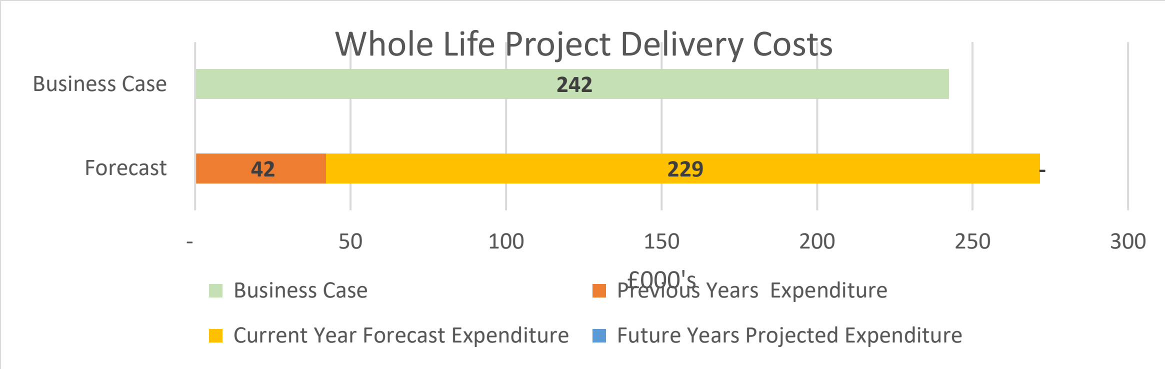
3.5.5.5	This figure will be revised following the outcome of the formal public consultation and selection process, which is scheduled to conclude by the end of Q3 2025/26. Reporting will continue in terms of Temporary Withdrawal until public consultation concludes and a permanent solution is agreed/implemented.
3.6	**CSR Programme**
3.6.1	**People, Payroll & Finance Project**

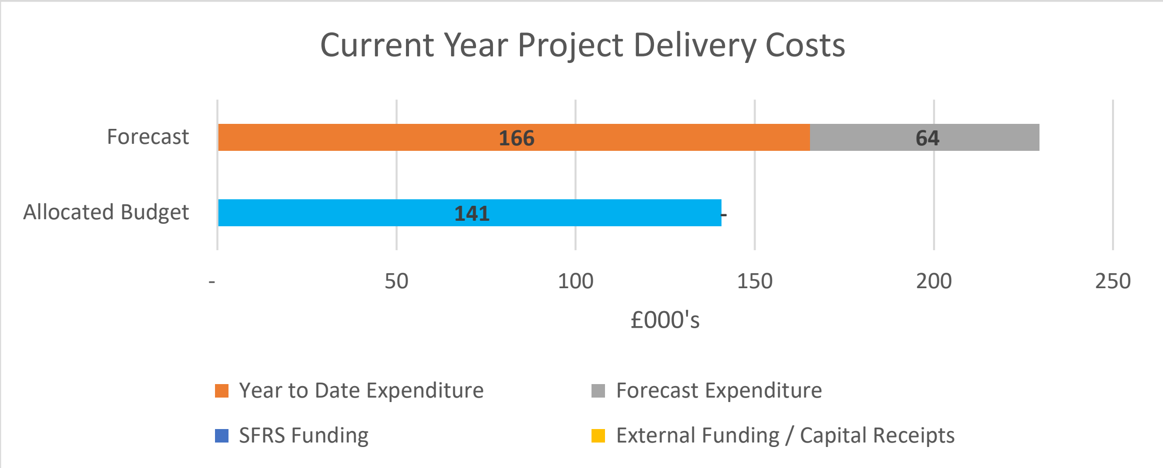




3.6.1.1	Following an extensive discovery exercise with the Scottish Government, this phase will now be closed. Outline Business Case development will continue and when approved will support the mobilisation of new project activity.
3.6.1.2	Whole life project delivery costs – these will be included within the outline and full business cases.
3.6.1.3	Current year costs – the year to date costs relate to project team resourcing. The project is forecasting an underspend this year due to some delays in engagement from the Scottish Government and development of the associated business case taking longer than anticipated. Forecast costs for the remainder of FY 2025/26 relate to project team resourcing and purchase of an additional module for the current system.
3.6.1.4	Previous Years Expenditure – the costs for the discovery exercise with the Scottish Government around shared services were incurred in FY 2024/25.
3.6.1.5	Benefits - anticipated benefits have been identified and will be quantified as part of the business case process.

3.7	**Service Delivery Review Programme**





3.7.1 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 WTFF (uniformed) staff that are working on the project and are being charged to it with no budget allocated to this (per Change Portfolio Investment Group).

3.7.2 Whole life project delivery costs: forecast to be £0.271m against an approved Business Case of £0.242m, thus an overall overspend of £0.029m is forecast against the approved Business Case.

3.7.3 Current year project delivery costs: forecast to be £0.230m against an allocated budget of £0.141m.

3.7.4 Previous Years Expenditure was £0.042m in financial year 24/25.

3.7.5 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.

3.8 **Project Cost Summary**

3.8.1 The table below summarises the variance between current business case and forecast costs for all projects. ESMCP/IVS, the New Mobilising System and Rostering are all forecasting an underspend. Overall there is a forecast underspend of £1.924m (5%), which is on the limit of the 5% variance target.

3.8.2 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.

Project / Programme	Current BC Costs (£1,000s)	Forecast Cost (£1,000s)	Variation to BC (£1,000s)	Percentage Variation	Prev Month Trend	Curr Month Trend
ESMCP/IVS	22320	21990	330	1.48%	↑	↓
New Mobilising System	16700	15382	1318	7.89%	↑	↑
Rostering	957	927	30	3.13%	↓	↓
Appliance Withdrawal			0	0.00%		
Service Delivery Review	242	271	-29	-11.98%	↑	↓
Total	40219	38570	1649	4.10%	↑	↓

(Upward trend indicates movement away from BC Costs / Downward trend indicates movement towards BC Costs.)

* Enabling Infrastructure, Corporate Services Review and People, Payroll and Finance are excluded due to no agreed Business Case.

3.9 **Time**

3.9.1 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.

3.9.2 Data used in the calculation of the time KPI for 2025/26 Period 06 is provided below:

Project/Programme	Original BC Duration (Months)	Current Approved BC / Duration (Months)	Forecast Duration	Variation to current approved BC	Percentage Variation
ESMCP/IVS	40	112	112	0	0.00%
New Mobilising System	36	36	36	0	0.00%
Rostering	48	51	51	0	0.00%
Appliance Withdrawal					
Service Delivery Review					
Total	124	199	199	0	0.00%

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

3.10 **Financial Benefits**

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

3.10.2 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.

3.10.3 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.

3.10.4 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.

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

3.10.4 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.

3.10.5 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.

3.11 **Projects Currently Outside of Business Case Governance**

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

- Enabling Infrastructure
- Corporate Services Review

3.12 **Next Steps**

3.12.1 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 info/charts are embedded into the process.

4 Recommendation

4.1 The Strategic Planning and Change Committee are asked to scrutinise the Portfolio Office report on the agreed KPIs.

5 Key Strategic Implications

5.1 **Risk Appetite and Alignment to Risk Registers**

5.1.1 Risk presented by projects and programmes without a financial baseline skewing KPIs will be reduced as such projects and programmes reach closure. All new intake projects and programmes have adopted the approved business change lifecycle and its associated artefacts.

5.2 **Financial**

5.2.1 There are no direct key financial implications arising from this report.

5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this report.	
5.4 5.4.1	**Workforce** There are no direct key workforce implications arising from this report.	
5.5 5.5.1	**Health & Safety** There are no direct key health and safety implications arising from this report.	
5.6 5.6.1	**Health & Wellbeing** There are no direct health and wellbeing implications arising from this report.	
5.7 5.7.1	**Training** There are no direct key training implications arising from this report.	
5.8 5.8.1	**Timing** There are no direct key timing implications arising from this report.	
5.9 5.9.1	**Performance** Performance with respect to the KPIs presented in the report is monitored monthly.	
5.10 5.10.1	**Communications & Engagement** There are no direct key communication and engagement implications arising from this report.	
5.11 5.11.1	**Legal** There are no direct key legal implications arising from this report.	
5.12 5.12.1	**Information Governance** DPIA completed: No. Report is provided for scrutiny	
5.13 5.13.1	**Equalities** EHRIA completed: No. Report is provided for scrutiny.	
5.14 5.14.1	**Service Delivery** There are no direct key Service Delivery implications arising from this report.	
6	**Core Brief**	
6.1	Not applicable	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Sarah O'Donnell, Deputy Chief Officer Andy Watt, Deputy Chief Officer
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	The report is based upon the regular highlight reporting by each project and programme and the monitoring of progress across the portfolio. The financial information contained within this report utilises the Finance Portfolio Report for period 06.
8	**Appendices/Further Reading**	
8.1	Appendix A - New Mobilising System Benefits Report	

Prepared by:	Sean McCluskey, Reporting and Management Information Lead
Sponsored by:	Deputy Chief Officer - Sarah O'Donnell Deputy Chief Officer – Andrew Watt
Presented by:	Curtis Montgomery, Head of Portfolio Office
Links to Strategy and Corporate Values	
Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public.	

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Portfolio Investment Group	*29 October 2025*	*For Scrutiny*
Strategic Planning and Change Committee	*06 November 2025*	*For Scrutiny*

APPENDIX A

New Mobilising System Project

Benefit Report – October 2025

CONTENTS

VERSION CONTROL

Version	Date	Author(s)	Description
0.1	23/09/2025	Sean McCluskey	For review ahead of submission in support of Benefit Toolkit to Project Board for approval.
0.2	26/09/2025	Sean McCluskey	Benefit Realisation Planning section updated.
0.3	01/10/2025	Sean McCluskey	Updates to clarify measurement of Benefit Profile 2, NMSB01.2 – Improved System Resilience.

1. EXECUTIVE SUMMARY

1.1 The purpose of this report is to summarise the outcome of Benefit Validation undertaken by the project. This report also supports the submission of an updated Benefit Toolkit which contains detailed Benefit Profiles and Realisation Plans. The report will also present detail on those Benefits which are not feasible to take forward into tracking and future reporting.

1.2 Project Objective

The key objective of the NMS Project is to procure and implement a single, modern, resilient, and interoperable Command and Control Mobilising System (CCMS) for the Scottish Fire and Rescue Service (SFRS), replacing outdated systems across its three Regional Operations Control Rooms (OCRs). This ensures continued compliance with statutory duties under the Fire (Scotland) Act 2005.

1.3 Background and Drivers

- Operations Control Rooms are essential for handling emergency calls and mobilising resources.
- Post-2013, SFRS consolidated eight legacy control rooms into three regional ones by 2017.
- Despite operational improvements, existing systems remain outdated and lacking in resilience and interoperability.

1.4 Benefits Current Status

In January 2023, the NMS Project was launched to procure and implement a suitable CCMS that meets SFRS's operational and legislative needs.

The Project Team prepared a Full Business Case (FBC) which was approved at SFRS Board 29/08/2024. The FBC presented Benefit detail which has since been tested and validated.

2. APPROACH TO VALIDATION OF BENEFITS

2.1 The Project Team have undertaken a considered review of the Benefits called out in the original Business Case.

2.2 We have confirmed the benefits to be taken forward, to be supervised and remeasured as laid out in each Benefit Profile and Realisation Plan. In addition, we have re- classified some of the benefits identified in the Business Case as Outcomes.

2.3 Outcomes are recognised as a change on capability behaviour or process brought about by the project. The impact of these may be difficult to measure. They are captured where there is an accepted view that these are positive changes despite their intangible nature.

2.4 Six Benefits are now seen to be not feasible to measure and will not be taken forward.

2.5 The Benefits that we now propose to move forward into Tracking and Realisation have in some cases been broken down into further detail, where for example a staff satisfaction benefit may accrue alongside and system resilience benefit. Separate measure definitions are defined for these and where required they are captured on specific Benefit Profiles.

2.6 The validation process has adopted a themed approach to bring similar benefits together, seeking to flush out duplicates and maintain consistency in measurement methodology and approach. In summary.

Benefit Theme	Benefits Identified	Benefits Validated	Comments
Direct Monetary (Tangible)	1	0	Unable to specifically identify or measure, therefore not feasible to take this benefit forward into Tracking and Realisation.
Direct Non-Monetary (Tangible)	1	0	There is no realisable benefit to report here since the Team Structure changes have already been applied.
Staff Satisfaction	9	8	One benefit retired as there is no relatable data from the Staff Satisfaction Survey which can be attributed. Further survey activity will support measurement of these Benefits.
Process Simplification	5	5	AS-IS and TO-BE Process maps demonstrate reduced complexity in system interaction impacting service provision.
Improved System Resilience	4	1	Three of these items expresses a change in capability brought about by the introduction of NMS and should be viewed as a Project Outcome rather than a Benefit.
Risk Reduction	2	2	Risks referenced are confirmed as expressed on the relevant Risk Logs and under ongoing management and review
	22	16	

3. RECOMMENDATIONS FROM BENEFIT VALIDATION

Benefit Profile 1, ID - NMSB01.1, Theme – Reduced Risk	
Description	Reduction in the likelihood of a failure to mobilise due to systems technical failure as a result of procuring a new, modern solution.
Measurement	Strategic Risk SD001 - Command and Control Mobilising Systems Unit of Measurement - Risk Score (Probability) Baseline - AMBER 15 (probability 3 x impact 5)
Comments	This Risk will be reviewed post ICCS implementation and also post CAD implementation.

Benefit Profile 2, ID - NMSB01.2, Theme - Improved System Resilience	
Description	Reduction in the likelihood of a failure to mobilise due to systems technical failure as a result of procuring a new, modern solution.
Measurement	Unit of Measurement - Fault Reporting - reduction in Category 1 incidents captured by DaTS Service Desk.
Comments	Service Desk stats provided by DaTS show 23 Priority 1 Calls relating to OC Telephony and Application Faults from Oct 23 to Sept 24 (inc). Remeasurement will demonstrate improved resilience through reduced instance of this type of call.

Benefit Profile 3, ID - NMSB01.3, Theme – Staff Satisfaction	
Description	Reduction in the likelihood of a failure to mobilise due to systems technical failure as a result of procuring a new, modern solution.
Measurement	Pre-implementation survey completed July 2023. This survey will be repeated post ICCS and also post CAD implementation. Measurement will assess the question 'How satisfied are you with the current systems?'.
Comments	Previous response to this survey question captured was '34% Satisfied, 66% Dissatisfied'. Remeasurements will present improved metric.

Benefit Profile 4, ID - NMSB02.1, Theme - Process Simplification	
Description	Increased speed and efficiency in the identification and mobilisation of operational resources across the full SFRS area of operations on a day-to-day basis as the interoperable hosted solution will remove cross SDA barriers.
Measurement	Unit of Measurement - Steps within process map - Manage Incidents - Utilising Another SDA Appliances.
Comments	Reduction number of process steps, comparing AS-IS Process with TO-BE Process. TO-BE process will be confirmed post implementation.

Benefit Profile 5, ID - NMSB02.2, Theme - Staff Satisfaction	
Description	Increased speed and efficiency in the identification and mobilisation of operational resources across the full SFRS area of operations on a day-to-day basis as the interoperable hosted solution will remove cross SDA barriers.
Measurement	Pre-implementation survey completed July 2023. This survey will be repeated post ICCS and also post CAD implementation. Measurement will assess the question 'What difficulties are there when requesting or mobilising resources from cross SDA?'
Comments	Previous response to this survey question captured was 'Overall, staff felt that difficulties include lack of resource visibility leading to delays. Furthermore, there is a lack of communication, non-standardised and siloed ways of working across the 3 OCs.' Remeasurements will present improved outlook.

Benefit Profile 6, ID - NMSB03.1, Theme - Reduced Risk	
Description	Improved service resilience as OC operators are able to move both physically and remotely between OC rooms more easily due to standardisation of processes and procedures, including training, as identical hardware and software will be in place across the three OC rooms.
Measurement	Operations Risk OP15 - Operational Control Staffing Unit of Measurement - Risk Score (Probability) RED 20 (probability 4 x impact 5)
Comments	This Risk will be reviewed post ICCS implementation and also post CAD implementation.

Benefit Profile 7, ID - NMSB03.2, Theme - Staff Satisfaction	
Description	Improved service resilience as OC operators are able to move both physically and remotely between OC rooms more easily due to standardisation of processes and procedures, including training, as identical hardware and software will be in place across the three OC rooms.
Measurement	There is no relatable data from the Staff Satisfaction Survey which can be attached to this benefit.
Comments	This item expresses a change in capability brought about by the introduction of NMS. It should be viewed as a Project Outcome rather than a Benefit and will not be taken forward in our Benefit Realisation Planning.

Benefit Profile 8, ID - NMSB04.1, Theme - Process Simplification	
Description	Increased speed of call handling as a result of removal manual workarounds for OC staff e.g. use of What 3 Words.
Measurement	Unit of Measurement – Reduced complexity attributable to simplified system interaction. Process map - Receive Emergency Calls - Generic Process.
Comments	AS IS Process has five distinct system interactions, W3W & Gazetteer Workarounds. TO BE process has two system interactions, W3W and Gazetteer Workarounds are removed.

Benefit Profile 9, ID - NMSB04.2, Theme - Staff Satisfaction	
Description	Increased speed of call handling as a result of removal manual workarounds for OC staff e.g. use of What 3 Words.
Measurement	Pre-implementation survey completed July 2023. This survey will be repeated post ICCS and also post CAD implementation. Measurement will assess the question 'What are the impacts of having manual workarounds in place using the current systems?'
Comments	Previous response to this survey question captured was 'Overall, staff felt that manual workarounds place further stress on OC operators having to remember additional steps, leads to non-standardised ways of working, and is dangerous due to potential mobilisation delays.' Remeasurements will present improved outlook.

Benefit Profile 10, ID - NMSB05.1, Theme - Process Simplification	
Description	Increased speed of mobilisation as a result of removal of manual workarounds for OC staff e.g. having on-call information visible to control operators at point of dispatch proposal.
Measurement	Unit of Measurement – Reduced complexity attributable to simplified system interaction. Process map - Receive Emergency Calls - Generic Process.
Comments	AS IS Process has five distinct system interactions, W3W & Gazetteer Workarounds. TO BE process has two system interactions, W3W and Gazetteer Workarounds are removed.

Benefit Profile 11, ID - NMSB05.2, Theme - Staff Satisfaction	
Description	Increased speed of mobilisation as a result of removal of manual workarounds for OC staff e.g. having on-call information visible to control operators at point of dispatch proposal.
Measurement	Pre-implementation survey completed July 2023. This survey will be repeated post ICCS and also post CAD implementation. Measurement will assess the questions 'How satisfied are you with how quickly tasks can be performed using the current systems? What are the impacts of having manual workarounds in place using the current systems?'
Comments	Previous responses to these survey questions captured were. How satisfied are you with how quickly tasks can be performed using the current systems? 63% Satisfied, 37% Dissatisfied What are the impacts of having manual workarounds in place using the current systems? Overall, staff felt that manual workarounds place further stress on OC operators having to remember additional steps, leads to non-standardised ways of working, and is dangerous due to potential mobilisation delays. Remeasurements will present improved metric/outlook.

Benefit Profile 12, ID - NMSB06.1, Theme - Improved System Resilience	
Description	Improved security and resilience, as a result of procuring a new, modern system with the ability to roll out system updates and upgrades.
Measurement	This item expresses a change in capability brought about by the introduction of NMS and should be viewed as a Project Outcome rather than a Benefit.
Comments	Currently unable to roll out system updates and upgrades. The capability created through introduction of NMS should be viewed as a Project Outcome rather than a Benefit and will not be taken forward in our Benefit Realisation Planning.

Benefit Profile 13, ID - NMSB07.1, Theme - Improved System Resilience	
Description	Increased ability for OC system to make changes to systems allowing for procedural change, e.g. UFAS
Measurement	This item expresses a change in capability brought about by the introduction of NMS and should be viewed as a Project Outcome rather than a Benefit.
Comments	Currently unable to roll out system updates and upgrades. The capability created through introduction of NMS should be viewed as a Project Outcome rather than a Benefit and will not be taken forward in our Benefit Realisation Planning.

Benefit Profile 14, ID - NMSB08.1, Theme – Direct Monetary (Tangible)	
Description	Cost reductions as a result of procuring a hosted solution as stand by control rooms would be made redundant.
Measurement	Unable to specifically identify or measure cost reductions. Not feasible to take this benefit forward into Tracking and Realisation.
Comments	There is no budgetary provision made for replacement of standby rooms equipment. Likely that this benefit has already been realised and consumed elsewhere with capacity in budget created to be put to other uses.

Benefit Profile 15, ID - NMSB09.1, Theme - Direct Non-Monetary (Tangible)	
Description	Reduction in staff headcount in OC's Existing Systems Team, as a result of having a single, interoperable system, allowing resource reinvestment into other OC areas.
Measurement	Not feasible to take this benefit forward into Tracking and Realisation. There is no realisable benefit to report here since the Team Structure changes have already been applied.
Comments	OC staffing restructure was completed in June 25. The single platform will mean less need for local config and change control, enabling future reshaping of the team and repurpose of resource. No further restructure is anticipated.

Benefit Profile 16, ID - NMSB010.1, Theme - Process Simplification	
Description	Reduction in manual workarounds for implementation of SFRS wide new initiatives or services (e.g. UFAS) as the new system will enable full implementation of new initiatives /services.
Measurement	Unit of Measurement – Reduced complexity attributable to simplified system interaction. Process map - UFAS procedures and workarounds.
Comments	AS IS Process has six distinct system interactions. TO BE process has two system interactions.

Benefit Profile 17, ID - NMSB010.2, Theme - Staff Satisfaction	
Description	Reduction in manual workarounds for implementation of SFRS wide new initiatives or services (e.g. UFAS) as the new system will enable full implementation of new initiatives /services.
Measurement	Pre-implementation survey completed July 2023. This survey will be repeated post ICCS and also post CAD implementation. Measurement will assess the questions 'How satisfied are you with the current systems? What are the impacts of having manual workarounds in place using the current systems?
Comments	Previous responses to these survey questions captured were. How satisfied are you with the current systems? 34% Satisfied, 66% Dissatisfied What are the impacts of having manual workarounds in place using the current systems? Overall, staff felt that manual workarounds place further stress on OC operators having to remember additional steps, leads to non-standardised ways of working, and is dangerous due to potential mobilisation delays. Remeasurements will present improved metric / outlook.

Benefit Profile 18, ID - NMSB011.1, Theme - Process Simplification	
Description	Improved business continuity efficiency (e.g. due to fire or flood preventing access in one/two OC rooms) as interoperable hosted solution will enable another OC room to pick up the incident activity.
Measurement	Unit of Measurement – Reduced complexity attributable to simplified system interaction. Process map - Buddy Arrangements'.
Comments	AS IS Process has five distinct system interactions. TO BE process has two system interactions.

Benefit Profile 19, ID - NMSB011.2, Theme - Staff Satisfaction	
Description	Improved business continuity efficiency (e.g. due to fire or flood preventing access in one/two OC rooms) as interoperable hosted solution will enable another OC room to pick up the incident activity.
Measurement	Pre-implementation survey completed July 2023. This survey will be repeated post ICCS and also post CAD implementation. Measurement will assess the questions 'When a critical issue arises with the system, how quickly does it get resolved? What difficulties are there when requesting or mobilising resources from cross SDA?
Comments	Previous responses to these survey questions captured were. When a critical issue arises with the system, how quickly does it get resolved? Overall, staff felt that most critical issues are resolved quickly, however it varies and can sometimes take days. What difficulties are there when requesting or mobilising resources from cross SDA? Overall, staff felt that difficulties include lack of resource visibility leading to delays. Furthermore, there is a lack of communication, non-standardised and siloed ways of working across the 3 OCs. Remeasurements will present improved outlook.

Benefit Profile 20, ID - NMSB012.1, Theme - Improved System Resilience	
Description	Improved business continuity efficiency (e.g. due to the loss of all three OC rooms) as the hosted solution will enable remote OC rooms to be set up at alternative premises.
Measurement	This item expresses a change in capability brought about by the introduction of NMS and should be viewed as a Project Outcome rather than a Benefit.
Comments	NMS will deliver capability to answer calls anytime, anywhere and with cloud connection virtual OCs can be created. The capability created through introduction of NMS should be viewed as a Project Outcome rather than a Benefit and will not be taken forward in our Benefit Realisation Planning.

Benefit Profile 21, ID - NMSB013.1, Theme - Staff Satisfaction	
Description	Increased staff satisfaction as a result of OC staff being able to more easily move between OC rooms for career progression and life choices without having to retrain in another CCMS.
Measurement	Pre-implementation survey completed July 2023. This survey will be repeated post ICCS and also post CAD implementation. Measurement will assess the questions. How satisfied are you with the current systems? How satisfied are you with how quickly tasks can be performed using the current systems? Do the current training systems provide what you need and allow you to progress your development?
Comments	Previous responses to these survey questions captured were. How satisfied are you with the current systems? 34% Satisfied, 66% Dissatisfied How satisfied are you with how quickly tasks can be performed using the current systems? 63% Satisfied, 37% Dissatisfied Do the current training systems provide what you need and allow you to progress your development? Overall, staff felt that the training systems are ok, however are slow and outdated, which may have a negative impact on development. Remeasurements will present improved metric / outlook.

Benefit Profile 22, ID - NMSB014.1, Theme - Staff Satisfaction	
Description	Improved user experience as a result of reducing the number of interactions and manual inputs required by control operators, making each incident more efficient from receipt of call to mobilisation of resources to management of incident communication.
Measurement	Pre-implementation survey completed July 2023. This survey will be repeated post ICCS and also post CAD implementation. Measurement will assess the questions. How satisfied are you with the current systems? How satisfied are you with how quickly tasks can be performed using the current systems? What difficulties are there when requesting or mobilising resources from cross SDA?
Comments	Previous responses to these survey questions captured were. How satisfied are you with the current systems? 34% Satisfied, 66% Dissatisfied How satisfied are you with how quickly tasks can be performed using the current systems? 63% Satisfied, 37% Dissatisfied What difficulties are there when requesting or mobilising resources from cross SDA? Overall, staff felt that difficulties include lack of resource visibility leading to delays. Furthermore, there is a lack of communication, non-standardised and siloed ways of working across the 3 OCs. Remeasurements will present improved metric/outlook.

4. BENEFIT REALISATION PLANNING

4.1 Specific Realisation milestones are detailed within the Benefit Toolkit on the Benefit Realisation Plan tab.

4.2 Review and remeasurement of Benefits is recommended, six months post implementation of ICCS, in June 2026 and six months post implementation of CAD, in May 2027 is recommended. Staff Satisfaction benefits will be remeasured only after implementation of CAD. A further Benefit Report will be presented to summarise the latest position following each review.

5. LESSONS LEARNED

5.1 The Benefit Toolkit and Realisation plan is best brought forward as a component of a project Full Business Case and should be validated to support the decision on its approval. Validation of Benefits has been complex in this case due to the need to align to the original identified Benefits and rationale behind their proposal.

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee

Report No: C/SPCC/26-25

Agenda Item: 10.1

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**							
Meeting Date:	**6 NOVEMBER 2025**							
Report Title:	**PORTFOLIO RISK SUMMARY REPORT**							
Report Classification:	**For Scrutiny**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee with an overview of key risks within the portfolio and its constituent projects and programmes.
2	**Background**
2.1	The risk tracking process used by the Portfolio Office is designed to monitor risks that may impact on the successful delivery of projects and programmes across the Service as well as any potential impacts on business as usual.
2.2	The risk information within this report has been collated utilising the Risk Registers maintained by each project and programme within SFRS' risk management tool, WRIKE. The Risk Registers utilise the corporate Risk Management template and include alignment to strategic outcomes and consideration of risk appetite.
3	**Main Report/Detail**
3.1	Each project and programme within the Strategic Change Portfolio maintains a Risk Register which is regularly reviewed and updated. At each project and programme Board a risk dashboard is presented summarising the key risk themes and providing a pictorial representation of the risk profile.
3.2	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: • Funding and resourcing of change across SFRS; • Overly optimistic planning and assumptions around resource; and • Effective stakeholder engagement and change management
3.4	Key risks will be highlighted at the Change Portfolio Progress Group. The Enabling Infrastructure Risk Register was approved at the October Programme Board. Three of the risks within the register are also in the Corporate Services Review Risk Register and these are also incorporated within the Portfolio Risk Register. They are:

3.5	**Strategic Alignment Drift**
3.5.1	There is a risk that programme activities gradually diverge from the intended programme outcomes and/or the organisation's strategic objectives due to ineffective cascading of strategic direction or lack of strategic oversight, resulting in misaligned priorities, inefficient resource use, reduced impact on outcomes and failure to realise intended programme benefits. The initial risk rating is 6 with a target rating of 2. To mitigate this risk quarterly strategic alignment reviews will be held to ensure programme visions and outcomes remain aligned to strategic direction.
3.6	**Benefits Realisation Failure**
3.6.1	There is a risk that expected benefits are not realised due to poor planning, tracking or ownership, resulting in wasted investment, reduced stakeholder confidence, and failure to achieve intended outcomes. The initial risk rating is 12 with a target rating of 6. There are three control actions identified: • Ensure benefits profiles, with clear ownership, are created. These will be maintained and regularly reported on • Benefits to be linked to delivery milestones • Outstanding benefits realisation to be handed over to agreed Benefit Owners at project closure
3.7	**Stakeholder Engagement Fatigue**
3.7.1	There is a risk that stakeholders become disengaged, resistant, or indifferent due to ineffective or uncoordinated engagement activities across programmes, leading to reduced support, poor feedback quality, and delays in decision-making or implementation. The initial risk rating is 6 with a target rating of 2. There are three control actions identified: • Quarterly strategic alignment reviews to ensure programme visions and outcomes remain aligned to strategic direction; ensure regular opportunity for stakeholder involvement and feedback • Establish stakeholder feedback metrics, monitor trends and address escalations via standard escalation routes • Ensure Communication Plans are established, maintained and monitored to support stakeholder engagement
	Other key portfolio risks for noting are:
3.8	**Service Delivery Review Programme (SDR)**
3.8.1	There is a red risk around the achievability of the timeline due to the volume of papers that need to be produced and the potential for both known and unknown complexities to hinder progress. To mitigate this risk a session has been scheduled with Garry Mackay and Andrew Girrity to review progress, the impact of any delays and agree mitigations. Contingency planning is also being undertaken in case the need for further meetings materialises or a decision is not made on 18 December.
3.9	**Optimism Bias – Planning**
3.9.1	The amber risk of project deliverables being delayed because of overly optimistic planning resulting has previously been highlighted. As part of the control measures, an integrated Portfolio planning session has been scheduled for late October with a particular focus on resource and financial planning. This will help to ensure that project budgets are managed effectively and potential under and overspends, both in-year and whole-life, are identified as early as possible and proactively managed.
3.10	**Single Points of Failure**
3.10.1	There is an amber risk of change initiatives being delayed due to single points of failure resulting in critical infrastructure loss or absence of knowledge and expertise. To mitigate this risk initiatives will identify potential single points of failure as part of the risk management process and ensure appropriate contingency plans are in place.

4	**Recommendation**
4.1	The Strategic Planning and Change Committee is asked to: • Note the contents of the current report. • Consider the risk mitigation actions within the report and provide feedback as necessary.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** SFRS has an Ambitious Appetite in relation to exploring new delivery models, specifically related to SSRP and utilising various data and information sources. This is reflected in the scale of ambition within the Strategic Change Portfolio and the volume of change scheduled for delivery over the coming months. Each project and programme maintain a risk register and risks are escalated where necessary through the relevant governance routes. Risks which impact the whole of the change portfolio are incorporated within the Portfolio Risk Register.
5.2 5.2.1	**Financial** There are no direct financial implications associated with this report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct environmental and sustainability implications arising from this report.
5.4 5.4.1	**Workforce** There are no direct workforce implications arising from this report.
5.5 5.5.1	**Health & Safety** There are no direct Health and Safety implications associated with this report.
5.6 5.6.1	**Health & Wellbeing** There are no direct Health and Wellbeing implications associated with this report.
5.7 5.7.1	**Training** There are no direct Training implications associated with this report.
5.8 5.8.1	**Timing** There are no direct Timing implications associated with this report.
5.9 5.9.1	**Performance** There are no direct Performance implications associated with this report.
5.10 5.10.1	**Communications & Engagement** There are no direct Communications and Engagement implications associated with this report.
5.11 5.11.1	**Legal** There are no direct Legal implications associated with this report.
5.12 5.12.1	**Information Governance** A Data Protection Impact Assessment is not required as there is no personal/sensitive information within this report.
5.13 5.13.1	**Equalities** An Equalities Impact Assessment is not required as there is no personal/sensitive information within this report.

5.14 5.14.1	**Service Delivery** There are no direct key Service Delivery implications arising from this cover paper.	
6	**Core Brief**	
6.1	Not applicable	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Sarah O'Donnell, Deputy Chief Officer Andy Watt, Deputy Chief Officer
7.2	**Level of Assurance:**	**~~Substantial~~/Reasonable/**~~Limited/Insufficient~~
7.3	**Rationale:**	The report is based upon risk information identified by each project and programme and the overarching risk themes across the portfolio. There is room for further improvement in the identification of the right risks, controls and the completion of mitigating actions within identified timescales across the wider portfolio which will be supported by the finalisation of the Portfolio Risk Register.
8	**Appendices/Further Reading**	
8.1		

Prepared by:	Portfolio Office
Sponsored by:	Sarah O'Donnell, Deputy Chief Officer Andy Watt, Deputy Chief Officer
Presented by:	Heather Martin, Change Centre of Excellence Manager

Links to Strategy and Corporate Values

The Portfolio Office links into the Risk Management Framework and forms part of the Service's Governance arrangements.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Portfolio Progress Group	*20 October 2025*	*For scrutiny*
Strategic Planning and Change Committee	*06 November 2025*	*For scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee

Report No: **C/SPCC/27-25**

Agenda Item: **11.1**

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**							
Meeting Date:	**6 NOVEMBER 2025**							
Report Title:	**PROVISION OF TRAINING SYSTEMS**							
Report Classification:	**For Information Only**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To provide the Strategic Planning and Change Committee (SPCC) with an update on the progression of the procurement of training systems following decoupling from the People, Payroll, Finance and Training (PPFT) project.
2	**Background**
2.1	The Training Function currently provides SFRS staff with access to three key online systems: • **PDR Pro/Workforce Pro** – A training recording system used by all operational personnel to document routine, on-station training activities, as well as mandatory organisational learning (PDR Pro). Workforce Pro supports training records for Support staff. • **Learning Content Management System (LCMS)** – A platform that hosts online learning materials accessible to all SFRS personnel. • **Training Scheduler** – An internally developed tool used to plan and schedule national training programmes.
2.2	In addition, recording of attendance and outcomes of national course attendance is facilitated through functionality on the iTrent system. The provision of an integrated replacement for the above systems has been included in the scope of PPFT (and previously PTFAS) since its inception.
2.3	The Training Function has played an active role, with representation at board level and participation in the PPFT User Intelligence Group (UIG), ensuring that training-related needs and perspectives were consistently reflected throughout the project lifecycle.
3	**Main Report/Detail**
3.1	The PPFT project concluded the discovery phase investigating the potential use of the Scottish Government's Oracle solution to meet functional requirements across all disciplines. The final report from Scottish Government confirmed that the Oracle system does not support the above functionality required by the Training Function. As a result, the decision was taken at the August 2025 Corporate Services Review (CSR) Board to decouple Training from PPFT.
3.2	Following this outcome, the Training Function engaged with both the PPFT team and Procurement colleagues to identify a suitable route to market for systems that will meet all training-related functional requirements.

3.3	The current G-Cloud contract between SFRS and the LearnPro Group (relating to PDR Pro, Workforce Pro and LCMS) is set to expire on 31 March 2026. It is essential that SFRS maintains access to an online learning platform, along with tools for recording and scheduling training across all relevant staff groups.
3.4	Recognising the scale and resource demands of a full procurement process, the Training Function initiated early discussions with Procurement to ensure continuity of service. These discussions have focused on legally compliant options to extend the existing contract with LearnPro Group.
3.5	The recommended approach from Procurement is to publish a Voluntary Ex-Ante Transparency (VEAT) notice, which allows a contracting authority to award a contract without prior publication of a contract notice. This VEAT notice will be issued to the LearnPro Group for a two-year period, commencing April 2026.
3.6	This extension will provide the necessary time for a new demand to be raised with a view to establishing a Training Systems Project subject to approval of the Change Portfolio Investment Group (CPIG), likely under the Enabling Infrastructure (EI) Programme ensuring all functional requirements are addressed. These requirements include the following for both Operational and Support staff: • Planning and Scheduling • National Training Recording • Workplace Training Recording • Learning Management System • Virtual Reality/Simulation System
3.7	Key members of the Training Function, supported by colleagues from the Portfolio Office are currently co-producing a New Demand document and associated Strategic Scoring and Impact Assessment relating to the proposed Training Systems Project. Subject to Head of Function approval on 23 October 2025, this will progress to the Design Assurance Forum (DAF) on 27 November for scrutiny, and subsequently CPIG for approval on 17 December.
3.8	It is anticipated that if approval is granted, the Training Systems Project would be initiated on or around 1 April 2026, but certainly in the 2026 financial year, with an expected duration of 18 to 24 months.
4	**Recommendation**
4.1	The report is provided to SPCC for information only.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** In relation to ensuring that operational staff are safe and competent through compliance with training, SFRS has a **Minimalist** appetite. Link to risk TSA018 – Capacity and more specifically Training Function risk TFR20 relating to training systems data.
5.2 5.2.1	**Financial** Assessment of anticipated financial implications will be included as part of the new demand process.
5.3 5.3.1	**Environmental & Sustainability** Project approval and implementation have the potential to realise increased efficiency of course allocation and reduction of error/duplication, with associated reduction in travel and accommodation.

5.4 5.4.1	**Workforce** Approval of project will require the establishment of a project team under the Portfolio Office. Implementation of a replacement system will realise non-cashable efficiencies.	
5.5 5.5.1	**Health & Safety** No direct health and safety implications in project approval and progression.	
5.6 5.6.1	**Health & Wellbeing** Reduction in manual processes and probability of error may improve employee wellbeing.	
5.7 5.7.1	**Training** Approval of the project will require significant investment of time from Training Function personnel as subject matter experts. Implementation will require training for personnel across SFRS on the new system.	
5.8 5.8.1	**Timing** VEAT requires to be in place ahead of contract expiry on 31 March 2026, and subject to approval of the project, the final system delivered prior to expiry of the VIAT on 31 March 2028.	
5.9 5.9.1	**Performance** Performance measures will be established in line with project management principles if approval is given at CPIG.	
5.10 5.10.1	**Communications & Engagement** Decoupling communications have been progressed with PPFT. Engagement with Finance and Contractual Services has taken place to allow provisional inclusion on 2026-27 plan. DDaT, Portfolio Office and EI Programme aware of the proposal.	
5.11 5.11.1	**Legal** Procurement have confirmed that this extension is acceptable within the VEAT direct award, although a small risk remains of legal challenge to this process.	
5.12 5.12.1	**Information Governance** DPIA completed No. This will be completed following project initiation.	
5.13 5.13.1	**Equalities** EHRIA completed No. This will be completed following project initiation.	
5.14 5.14.1	**Service Delivery** Potential for increased integration with Central Staffing systems and associated reduction in workload.	
6	**Core Brief**	
6.1	Not applicable	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Craig McGoldrick, Director of Training, Safety and Assurance
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial/~~**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	Systems covering the outline requirements are already in place, however contractual arrangements are coming to an end and some existing systems are dated and/or inefficient.

8	Appendices/Further Reading
8.1	None

Prepared by:	Ross Robison, Deputy Assistant Chief Officer Head of Training
Sponsored by:	Craig McGoldrick, Assistant Chief Officer, Director of Training, Safety and Assurance
Presented by:	Craig McGoldrick, Assistant Chief Officer Director of Training, Safety and Assurance

Links to Strategy and Corporate Values

SFRS Training Function Vision & Strategy 2023-2028
The Overall Strategic Objective of the Training Function is: "To develop and deliver high quality training and development to support organisational and individual performance throughout the Scottish Fire and Rescue Service with a clear focus on safety and the pursuit of excellence."

Governance Route for Report	Meeting Date	Report Classification/ Comments
Strategic Planning and Change Committee	*6 November 2025*	*For information*

Agenda Item 12.1

STRATEGIC PLANNING AND CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
17 DECEMBER 2025 (Additional)	•		**Standing/Regular Reports** **General Reports** •		
5 FEBRUARY 2026	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** **General Reports** •	**Standing/Regular Reports** **Change** • Portfolio Summary Report **Planning/Strategy** **Finance** • Portfolio Finance and Performance Report **Risk** • Strategic Risk Report • Risk Report **Audit/Inspections** • HMFSI Audit and Inspection Action Plan Update **Risk Spotlight:** •	**Standing/Regular Reports** **Change** • **General Reports** •	**Standing/Regular Reports** **Change** • **General Reports** •
		New Business •	**New Business** • SDR Update	**New Business** •	**New Business** •
18 MARCH 2026 (Additional)	•		**Standing/Regular Reports** **General Reports** •		