SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 5 FEBRUARY 2026 @ 1000 HRS

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

1   CHAIR'S WELCOME

2   APOLOGIES FOR ABSENCE

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

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

5   MINUTES OF PREVIOUS MEETING: 6 NOVEMBER 2025 (*attached*)   *S Ballingall*

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

6   ACTION LOG (*attached*)   *Board Support*

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

7   PLANNING/STRATEGY
7.1   SFRS Strategic and Financial Planning Process (*attached*)   *M McAteer*
7.2   Development of Local Plan *(verbal)*   *A Watt*

The Committee is asked to scrutinise this 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   Scottish Fire and Rescue Service Project Lifecycle Report *(attached)*   *C Montgomery*

The Committee is asked to scrutinise this report.

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 18 March 2026.

14.2   The next full public Committee meeting is scheduled to be held on
        Thursday 14 May 2026.

PRIVATE SESSION

15   MINUTES OF PREVIOUS PRIVATE MEETING: 6 NOVEMBER 2025
        (*attached*)   *S Ballingall*

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

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

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

17   PEOPLE, PAYROLL, FINANCE UPDATE *(attached)*   *L McGeough*

The Committee is asked to scrutinise this report.

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

PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 6 NOVEMBER 2025 @ 1000HRS

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

PRESENT:

Angiolina Foster (AF), T/Chair	Therese O'Donnell (TO'D)
Paul Stollard (PS)	Tim Wright (TW)

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Curtis Montgomery (CM)	Head of Portfolio Office
Heather Martin (HM)	Centre of Excellence Manager
Ijaz Bashir (IB)	Head of Asset Management
Lynne McGeough (LMcG)	Head of Finance and Procurement (Item 17 only)
William Lindsay (WL)	Decision Support Manager (Item 17 only)
Lyndsey Gaja (LG)	Head of People (Item 18 only)
Paul McGovern (PMcG)	Programme Manager (Item 18 only)
Amanda Jamieson (AJ)	Snr. Business Analyst (SSRP) (Item 18 only)
Jon Henderson (JH)	Director of Prevention (Item 19 only)
Clare Adams (CA)	NMS Programme Director (Item 19 only)
Christopher Casey (CC)	Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Margaret Kyle (MK)	Minutes

OBSERVERS:

Brian Baverstock, Board Member
Scott MacRory, Fire Brigades Union (FBU)

1 CHAIR'S WELCOME

1.1 AF opened the meeting, advising that Stuart Ballingall (SJB) could not attend due to other commitments, therefore she would Chair the meeting instead. AF reported having taken SJB's thoughts on some of today's papers and would share later in the meeting. AF welcomed Scott MacRory, FBU, and Brian Baverstock both observers participating via MS Teams.

2 APOLOGIES FOR ABSENCE

2.1 Stuart Ballingall (SJB), Chair
Deborah Stanfield (DS), Interim Director of Finance and Contractual Services
Craig McGoldrick (CMcG), Director of Training, Safety & Assurance

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

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

4 DECLARATION OF INTERESTS
4.1 There were no declarations of interest noted.

5 MINUTES OF PREVIOUS MEETING: 29 JULY 2025
5.1 The minutes of the previous meeting were agreed as an accurate record.

5.1.1 **The minutes of the meeting held on 29 July 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 CC presented Strategic Planning and Change Committee (SPCC) Rolling Action Log for consideration. The Committee were asked to review and approve the removal of 3 actions noted as complete, note 1 action categorised as green status, and note 2 actions categorised as yellow status. It was noted that the recurring theme of delays was due to capacity issues within teams.

6.1.1 **Agenda Item 8.2.3 Closing Report – Web/iHub Design Project (07/11/2024):**
6.1.2 The Committee questioned the value of continuing with Action 8.2.3 which had been ongoing for some time and suggested this be handled internally rather than returning to this Committee.

6.1.3 CM emphasised the importance of tracking benefits and conducting lessons learned for future projects. CM advised delays were associated with the Service Delivery Review (SDR) and ongoing absences.

6.1.4 MMcA considered there was value in continuing this work as the exercise itself was useful for internal purposes.

6.1.5 MMcA and CM would liaise with Marysia Waters, Head of Communication and Engagement to ensure lessons learned from the web design evaluation were complete and would only bring back to this Committee should something of significance arise.

6.1.6 TO'D sought assurance that the staffing concerns within the communications team was now resolved and that the team was back to full complement. AW acknowledged current vacancy and workload challenges within the team, particularly due to SDR public consultations but noted this was being treated as a priority.

6.1.7 The Committee agreed that action 8.2.3 would be managed internally and not referred back to this Committee unless specifically required. This action would now be closed.

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

7 PLANNING /STRATEGY
7.1 Strategic and Financial Planning Process
7.1.1 MMcA introduced the long-term planning strategy, emphasising the need to align the Service's 10-year vision, 3-year strategy, and annual delivery plans. The approach aims to ensure that strategic priorities were not developed in isolation but were integrated across Directorates, with a focus on resource planning and practical deliverability. The planning process was designed to provide clarity on when and how the Committee could add value through scrutiny and input.

7.1.2   The new process involves early engagement with Heads of Functions to identify investment needs, resource requirements, and dependencies between Directorates. This was intended to break down silos and ensure that initiatives are prioritised based on their alignment with strategic priorities and available resources. The process also includes mapping out which other functions are needed to support specific actions, aiming for a more holistic and realistic approach to planning.

7.1.3   The planning horizon is structured around a 10-year vision (with a planned midpoint review), a 3-year delivery plan, and annual updates. Local area plans were refreshed in line with the main strategy, and Directorate strategies were scheduled for review and would be refreshed as needed. The Committee discussed the importance of using the end of the current strategy period (2027-2028) as a key milestone for assessing progress and making decisions about which projects should be completed or deferred. There was a call to move the "phase 1/phase 2" decision point forward, to better align with the strategy cycle and provide clearer prioritisation.

7.1.4   The Committee emphasised clarity was essential for effective resource planning and for the Committee to understand what would be achieved within each phase, especially regarding the SDR.

7.1.5   Committee members expressed a desire for explicit guidance from the Executive team on when the Committee should be involved in the planning process. Rather than leaving it to the Committee to define its own touchpoints, members asked the Executive to propose specific points for input and scrutiny. The Committee's main focus should be on ensuring plans are integrated, resource constraints are acknowledged, and that initiatives are realistically deliverable within the available budget and capacity.

7.1.6   The Committee noted that whilst the visual timelines were helpful for understanding chronological relationships, they lacked sufficient narrative detail about how financial and strategic planning were integrated. There was a request for a more detailed narrative to accompany the visuals, explaining the conceptual connections between different planning horizons and how larger policies and change initiatives fit into the overall strategy. The Committee requested clarity on which projects were prioritised for completion within the current strategy period, and which would be deferred to later phases.

7.1.7   The Committee questioned the purpose and benefit of the "blueprint" mentioned in the three-year planning cycle. The Committee highlighted the need for practicality, suggesting that whilst a 10-year plan was useful, the first three to five years were the most relevant and actionable. The Committee emphasised the importance of focusing on tangible, manageable planning rather than overly high-level or abstract documents and supported the idea that the "blueprint" should be a living, simple, and workable document.

7.1.8   MMcA explained the "blueprint" was part of the long-term vision refresh, not a separate document, and that he and CM were working with their teams to detail components similar to a change "blueprint", which would drive the long-term vision.

7.1.9   Discussion arose around the finalisation of the Long-Term Vision (blueprint) which would happen after the budget was announced when the financial context would be known. SO'D reported the government intends to provide an indicative 3-year budget, but the actual details would only be clear after the official announcement and highlighted the importance of connecting the budget, delivery plan and strategy, and suggested that the Committee's scrutiny would be most valuable after the budget was set, to ensure priorities and resources were properly aligned.

7.1.10   Committee cautioned against creating excessive documentation or a "cottage industry" of plans. The goal should be to produce a simple, practical, and living document that

links strategic aspirations to resource realities and change initiatives. There was consensus that the planning process should remain focused on actionable priorities and avoid unnecessary complexity.

7.1.11 The Committee suggested "blueprint" was the wrong term for a 10-year strategic document, as it implied rigidity and control, which were unrealistic for such a long timeframe. There was a recommendation to use terminology that aligns with the organisation's need to respond to change, rather than suggesting a fixed, detailed plan.

7.1.12 AF shared SJB's disappointment with the planning/strategy paper, as it did not sufficiently explain how the 1-year, 3-year, and 10-year plans fit together or clearly articulate how major policies and change initiatives mapped across these planning horizons. SJB considered the change component was not sufficiently highlighted or integrated within the overall planning framework.

7.1.13 AF highlighted section 3.5 of the covering paper as particularly valuable, noting its focus on improved integration and connectedness between financial and strategic planning processes, and requested that the narrative in 3.5 be expanded to give more narrative on how these integrations would work in practice, suggesting this would help the Committee identify where it can add the most value and support more effective Committee scrutiny.

7.1.14 PS recorded his non consent of the positioning of the phase 1/phase 2 decision point and requested it be moved.

7.1.15 MMcA and the executive team agreed to expand the narrative in Section 3.5 of the paper, adjust the timeline to better align with the current strategy period, bring a draft three-year delivery plan to the next meeting, adjust the phased split in strategic planning diagrams, moving the Phase 1/Phase 2 line to align with the end of the current strategy 2027/28 and clarify which projects would be prioritised for Phase 1.

ACTION: MMcA

7.1.16 The Committee would review these materials with a focus on integration, prioritisation, and resource alignment, ensuring that the planning process remained both strategic and practical.

The Committee scrutinised the report.

7.1.17

8   CHANGE -
8.1   Portfolio Summary Report
8.1.1   HM provided updates on the Change Programme, highlighting a period of significant change and delivery, with several major projects reaching critical stages.
- New Mobilising System (NMS) is set to go live in a phased rollout starting imminently, followed by the Rostering system, which is also scheduled for go-live mid-November.
- SDR Consultation has closed, with a Board decision expected 18 December 2025.
- Several Business Cases currently in development, including for People, Payroll and Finance and Breathing Apparatus, indicating ongoing investment in key operational areas.

8.1.2   CM reported 11 separate go-lives planned across the next three months, covering areas such as NMS, Rostering, Payroll, and multiple Control rooms, making this a particularly complex period for the organisation.

8.1.3   HM assured the Committee that robust business readiness and implementation plans are in place, with clear go/no-go criteria for each stage to manage risk and ensure successful delivery.

8.1.4 The Committee questioned why the demand-based duty system project status changed from amber to green, asking if the change request was a valid amendment or simply made to improve the status. HM explained the change request was a timeline adjustment, reflecting ongoing discussions and agreed upon by stakeholders. The amendment did not affect the overall delivery of the SDR programme and was considered a valid adjustment to project planning. HM and AW clarified the change was about integration and dependencies with other portfolio activities. The Committee requested that more detail be provided in future reports about the significant change requests and project closures, including rationale.

8.1.5 **The Committee scrutinised the report and noted the progress with the 11 go-lives within the next three months.**

9 PERFORMANCE
9.1 Portfolio Finance and Performance Update
9.1.1 CM took the paper as read and focused on summarising key tables and metrics, rather than providing a full verbal update.

9.1.2 CM discussed the value of tracking benefits and conducting lessons learned for Action 8.2.3, stating it was important for internal records and future project improvement, despite delays due to service delivery issues. CM suggested the lessons learned exercise should be completed internally, even if its relevance to the Committee was now limited.

9.1.3 CM highlighted the status of project costs against whole life business case targets, noting that most projects were on time. NMS is reporting an underspend of 7.89%, which is outside the 5% tolerance (hence a red status), but this is seen as positive. The SDR shows a small variance. People, Payroll and Finance project is excluded due to the absence of an agreed Business Case.

9.1.4 All projects are within the 10% tolerance for baseline completion dates. Both Rostering and NMS are tracking toward their go-live dates on time.

9.1.5 The benefits profile would still capture appliance withdrawal until a permanent solution was in place. The appended NMS Benefits Report details benefits identified in workshops, with descriptions and potential measurements. The next step was to further develop the Benefits Realisation Plan for each benefit.

9.1.6 CM acknowledged the complexity in tracking costs for People, Payroll and Finance project due to the evolution from the PTFAS programme and ongoing cost extraction and closure activities. CM was committed to providing more clarity on these costs in future reporting, including to the Scottish Government.

9.1.7 The Committee raised the importance of capturing all incurred costs (including those without a formal business case) and understanding what had been spent and achieved, especially for People, Payroll and Finance. CM agreed and indicated this would be addressed in future updates.

9.1.8 **The Committee scrutinised and noted the position as comprehensively described in the report.**

10 RISK
10.1 Portfolio Risk Summary Report
10.1.1 HM explained the report was split into two sections. The first element related to risks identified at programme level that apply to multiple programmes and were added to the Portfolio Risk Register. The second section looked at key risks to the overall portfolio, with CM's focus on the latter due to time constraints.

10.1.2   HM reported there was a red risk in relation to the SDR regarding the achievability of the timeline for the Board decision in December 2025, citing the large volume of information and papers that needed to be developed, read, and understood in preparation.

10.1.3   HM highlighted optimism bias in relation to planning, explaining it was common to underestimate the time required for tasks. To mitigate this, the team was developing detailed plans and recently held an integrated Portfolio Planning Session focused on dependencies, resource, and financial planning. This aimed to proactively manage budgets and flag potential under or overspend early.

10.1.4   HM addressed a third risk in respect of single points of failure, which could relate to critical infrastructure or the absence of key knowledge/expertise. The team was working to identify these points and ensure contingency plans were in place to minimise risk and maintain delivery schedules.

10.1.5   The Committee acknowledged there were no further questions or concerns raised by the Committee after HM's update, and it was agreed to note the current risk position.

10.1.6   **The Committee scrutinised the report.**

11   GENERAL REPORTS
11.1   <u>Provision of Training Systems</u>
11.1.1   In CMcG's absence, the Chair invited Committee members to signal whether they had significant issues requiring the paper's deferral or if they were content to proceed, emphasising flexibility based on the depth of discussion needed.

11.1.2   The Committee expressed concern about de-coupling the training system from other systems, worrying that procuring a separate training solution could lead to a collection of systems that would not integrate well, potentially causing issues.

11.1.3   AW responded by assuring the Committee that integration remains a priority and clarified that while the training system was being decoupled, the project specification would require integration with people and finance systems. AW emphasised that the original business case was about integration, not a single system, and the team was fully aware of the need to avoid a multiplicity of disconnected systems.

11.1.4   After discussion and receiving assurances, the Committee agreed to note the paper, with the understanding that it would return for further updates as delivery progressed.

11.1.5   AF conveyed the Committee's thanks to CMcG for this helpful paper.

11.1.6   **The Committee scrutinised the report.**

12   COMMITTEE ROLLING FORWARD PLANNING
12.1   **Committee Forward Plan**
12.1.1   The Committee agreed to holding a virtual meeting on 17 December 2025 to review the expanded 3.5 section, NMS updates and discuss Strategic Planning.

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

13   REVIEW OF ACTIONS
13.1   Several formal actions were recorded during the meeting.

14.   DATE OF NEXT MEETING.
14.1   A Special Private meeting would be held on Wednesday 17 December 2025.

14.2   The next full Public Committee meeting is scheduled for Thursday 5 February 2026.

14.3   There being no further matters to discuss, the public meeting closed at 1120 hrs.

(The meeting broke at 1120 hrs and reconvened in private session at 1130 hrs)

PRIVATE SESSION

15   MINUTE OF PREVIOUS PRIVATE MEETING: 29 JULY 2025
15.1   The Committee approved the minute as an accurate record.

16   PRIVATE ACTION LOG
16.1   There were no outstanding actions.

17   EMERGING MEDIUM TERM FINANCIAL AND DELIVERY PLAN
17.1   LMcG presented the emerging Medium Term Financial and Delivery Plan 2026/27 strategy, highlighting the approach taken, key messages from the Scottish Government's financial strategy, and the Resource Budget Assumptions for 2026-2027.

17.2   **The Committee scrutinised the report.**

18   CORPORATE BUSINESS FUNCTIONS: PEOPLE AND FINANCE – OUTLINE BUSINESS CASE (STRATEGIC AND ECONOMIC CASES)
18.1   SO'D presented the draft strategic and partial economic cases of the Outline Business Case (OBC) for Corporate Business Functions: People and Finance to the Strategic Planning and Change Committee (SPCC) for early scrutiny and feedback.

18.2   **The Committee scrutinised the report.**

19   NEW MOBILISING SYSTEM PROJECT, DIGITAL ASSURANCE OFFICE GO LIVE REVIEW
19.1   JH and CA provided an update on the NMS project, focusing on the upcoming go-live for Edinburgh Operations Control. CA detailed a step-by-step transition plan, including hardware installation, staff briefings, go/no-go decision points, and the process for switching over to the new system, emphasising careful preparation and risk management.

19.2   **The Committee noted the report.**

There being no further matters to discuss, the private meeting closed at 1315 hrs.

Agenda
Item 6

STRATEGIC PLANNING AND CHANGE COMMITTEE – ROLLING ACTION LOG

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 4 actions. A total of 4 of these actions have been completed.

The Committee is therefore asked to approve the removal of the 4 actions noted as completed (Blue status), note no action categorised as Green status and note no actions categorised as Yellow status on the action log.

STRATEGIC PLANNING AND CHANGE COMMITTEE
ROLLING ACTION LOG

Committee Meeting: 1 May 2025						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
10.2	**Portfolio Finance and Performance Report:** The Committee requested a general improvement in the expression of and reporting of benefits.	CM	July 2025		February 2026	**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. **Complete (05/02/2026):** Work continues to adopt benefits approach, including looking at measures for the Organisational Culture & Leadership Programme.
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		February 2026	**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. **Complete (05/02/2026):** Programme team to deliver draft OBC committee update including all five cases for scrutiny.

Committee Meeting: 6 November 2025						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.1.16	**Strategic and Financial Planning Process:** MMcA and the executive team agreed to expand the narrative in Section 3.5 of the Planning paper, adjust the timeline to better align with the current strategy period, and bring a draft three-year delivery plan to the next meeting. Adjust the phased split in strategic planning diagrams, moving the Phase 1/Phase 2 line to align with the end of the current strategy 2027/28 and clarify which projects are prioritised for Phase 1.	**MMcA**	**February 2026**		**February 2026**	**Complete (05/02/2026):** The Overview of Long Term Financial and Strategic Planning Process will be presented to the Committee on 5 February 2026.
8.1.5	**Portfolio Summary Report:** HM and CM to provide more detail in future reports about the significant change requests and project closures including rationale.	**HM/CM**	**February 2026**		**January 2026**	**Complete (05/02/2026):** More detail around change requests and project closures will be provided subject to commercial considerations.'

SCOTTISH FIRE AND RESCUE SERVICE	
Strategic Planning and Change Committee	

Report No: C/SPCC/02-26

Agenda Item: 7.2

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**
Meeting Date:	**5 FEBRUARY 2026**
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**						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>

1	**Purpose**
1.1	Following a request from Committee members, the purpose of this report is to provide further detail on 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	In November 2025, a paper entitles 'SFRS Strategic and Financial Planning Process' was presented to the Strategic Planning and Change Committee. The paper set out the ten-year horizon that our Strategic and Financial Planning Process operates to and detailed the key processes used to develop our key strategic documents over the timescale.
2.2	At that meeting, members requested: an update to the diagram to align the phased project decision points with the strategy cycle and expanded narrative to accompany the diagram, including guidance on when the Committee should be involved in the planning process; further detail of how the integrated strategic and financial planning process will work in practice; and sight of the draft Three-Year Delivery Plan.
2.3	This paper aims to provide the further detail requested where possible.

3	**Main Report/Detail**
3.1 3.1.1	**10-Year Planning Horizon** Appendix A sets out the revised 10-year planning horizon which has been amended to reflect the discussions held regarding the alignment of project delivery phases against the strategic planning cycles.
3.1.2	The planning horizon shows both the chronology of the development of our planning documents, and the relationships that exist between them, beginning with the **Fire and Rescue Framework for Scotland 2022.**
3.1.3	The Framework sets out Scottish Ministers' expectations of the Scottish Fire and Rescue Service. It provides SFRS with strategic priorities and objectives, together with guidance as to how the delivery of its functions should contribute to the Scottish Government's purpose. As one of the main drivers for the organisation, the publication of a new iteration of the Framework will require a review exercise to ensure that our current Strategy aligns to the priorities set by Scottish Government. It is anticipated that the Framework will next be revised in 2026 and SFRS will be given the opportunity to feed into that process.

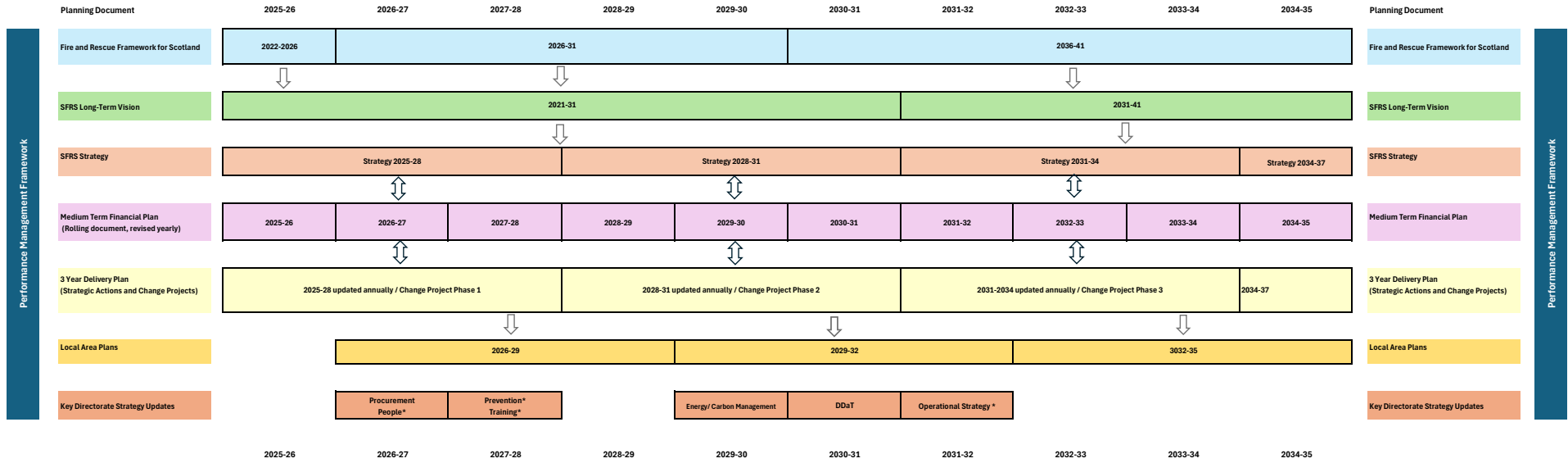| 3.1.4	The **Long-Term Vision (LTV)** for the Service is a 10-year plan, setting out our future direction as an organisation. Our LTV document helps to explain how we will deliver against our purpose which is set out in the Fire and Rescue Framework for Scotland. The current LTV was published in 2021 and, as we approach the mid-point of its lifecycle, a review of the planning document will take place this year. This work will begin with Strategic Leadership and Senior Management Team workshops being held in February and March 2026. The feedback from these sessions will be shared with the Committee at their meeting in May 2026, with further development taking place thereafter.
3.1.5	To deliver against the LTV and meet our statutory duties set out in the Fire Scotland Act (2005), the Service develops a **SFRS Strategy** every three years. The Strategy is driven by the LTV and the priorities set by Scottish Government in the Fire and Rescue Framework for Scotland. It sets the direction for how we evolve over each three-year period and is an important step in the journey towards progressing our LTV as a Service.
3.1.6	The Strategy is delivered by the **Three-Year Delivery Plan**. This is a rolling document that outlines the collective priorities and key actions we aim to deliver over the three-year period against the strategic objectives outlined within the Strategy. The SFRS Three-Year Delivery Plan acts as a bridge between the 'where we want to go' and the 'how we will get there year by year'. It includes priority actions and change projects. The development of the Three-Year Delivery Plan is critical to identifying priority actions and provides the flexibility to adjust priorities when confronted by change. The inclusion of yearly milestones acts as a control mechanism, ensuring we can deliver against our Strategy in a structured, financially sustainable, and coordinated way.
3.1.7	The development of the Three-Year Delivery Plan and identification of future budgetary requirements feeds directly into the development of the **Medium-Term Financial Plan (MTFP),** which is iterated with the Board throughout January and February each year. (Iterations would also take place during the development of the SFRS Strategy and the LTV).
3.1.8	From a corporate perspective, delivery of the SFRS Three Year Delivery Plan is supported by Directorate Plans. These go into further detail of the Directorate level work that will be carried out throughout the year. These Plans are scrutinised by Directorate Management Teams; and form the basis of the work that is undertaken by individual teams through Functional/Team Plans. From an operational perspective, delivery of the SFRS Strategy and Three-Year Delivery Plan is supported by **Local Fire and Rescue Plans**.
3.1.9	Unlike many of the planning documents described above, the timescale for the creation of **Service strategies** has not been driven by the publication date of the SFRS Strategy. They do, however, take cognisance of and aim deliver against the Service's strategic priorities.
3.1.10	Lastly, the **Our Performance Management Framework (PMF)** supports our business planning process by defining how we manage our performance and how we use performance information to inspire change and improvement. It describes the processes we use and the tools available to support us in achieving the priorities set by Scottish Ministers in the Fire and Rescue Framework for Scotland 2022 and the five strategic objectives set out in the SFRS Strategy 2025-28.
3.1.11	The Strategic Planning and Change Committee will want to focus on ensuring that business plans are integrated, resource constraints are acknowledged, and that initiatives are realistically deliverable within the available budget and capacity. With this in mind, it is proposed that the Committee are involved in the development phase of the below planning documents.

Planning Document	Indicative Development Timescales
Long-Term Vision Refresh	**Every five years:** Development phase: February 2026 to June 2026 (summer publication in 2026)
SFRS Strategy	**Every three years:** Expected development phase: August to February (April publication)
Three-Year Delivery Plan	**Every year:** Development phase: September to December (April publication)* *Late budget settlement impacting this year, taking development to Feb/March.
Medium-Term Financial Plan (Live document)	**Every year in line with Three-Year Delivery Plan:** Development phase: September to December* **Every three years in with Strategy:** Expected development phase August (2027) to February (2028) *Late budget settlement impacting this year, taking development to Feb/March.
Local Fire and Rescue Plans	**Every three years:** Development phase: February to July Consultation phase: July to Mid-September Revision/Sign off phase: Mid-September to October Release to Scrutiny: November
Service Directorate Strategies	As appropriate to each Strategy
Performance Management Framework	**Every three years:** Development phase: August to February (in line SFRS Strategy)

3.1.12 is the row number for this table.

3.2 Aligning Strategic and Financial Planning processes in Practice

3.2.1 During 2025/26, a process to improve strategic and financial planning was introduced to better integrate planning whilst developing the SFRS Three-Year Delivery Plan.

3.2.2 For past iterations, Heads of Functions (HoFs) were asked to identify priority actions individually, part of this request was that they fully considered interdependencies, resource implications and budget requirements as part of that submission. The document was then collated by a central team before being presented to the Strategic Leadership Team (SLT) and SFRS Board for approval. This gave no opportunity for our HoFs to consider the priorities as a collective and easily identify resource interdependencies and pinch-points.

3.2.3 The new process, introduced in 2025/26, will see a series of planning and co-ordinating meetings comprising of the SLT and the HoFs take place throughout the year. This will help ensure improved integration of the LTV and Service Strategy within our three-year delivery planning cycle.

3.2.4 The first session took place in late summer when all HoFs were invited to participate in a workshop. Invitees were provided with guidance in advance of the event and asked to bring with them the priority actions they felt were needed to deliver the Service priorities as set out in the SFRS Strategy. Each action provided was then reviewed by the group as a collective against a number of factors, including budget, resource, interdependencies and resource touchpoints, see **Appendix B** for the matrix used. Facilitated by colleagues from the Portfolio Office, HoFs were encouraged to consider their proposed actions in a wider context and asked to confirm whether they saw proposed action as a Must, Should, Could or Would initiative.

3.2.5	The workshop helped to build a shared understanding of our corporate and change initiatives among HoFs, supported them in mutually identifying the resources needed to deliver those initiatives, and critically, arriving at a mutual understanding of what the relative prioritisation of those initiatives were in meeting the Service's overall priorities.
3.2.6	The process identified financial investment requirements to deliver agreed initiatives. Those financial requirements were fed into the Medium-Term Financial Plan (MTFP), enabling the reconciliation of potential investment needs with the actual Service budget and helped shape our future investment asks of Scottish Government.
3.2.7	As part of Service planning, 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.
3.2.8	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.
3.3 3.3.1	**SFRS Three-Year Delivery Plan (2026/27) Update** Following the Three-Year Plan development workshop detailed above, 11 high-level actions for inclusion in the SFRS Three-Year Delivery Plan were presented to SLT in December 2025. Although noted at that point and the new process recognised as useful in gaining a shared understanding of priorities, agreement on the final priorities for inclusion could not be reached until the draft Scottish Budget for 2026-27 was announced and fully considered.
3.3.2	The budget settlement was announced on 13 January 2026. SLT are currently considering the implications of the settlement and its impact on Service priorities. As such, it has not been possible to share the draft SFRS Three-Year Delivery Plan, which will also include the prioritisation of Projects across the lifecycle of the Plan, with SPCC members at this time.
3.3.3	For members to contribute to the development of the Three-Year Plan, in advance of Board sign off in April 2026, an SPCC meeting could be convened in March 2026. Alternatively, the draft document could be issued to members via email, with a commitment to ensure that meetings are aligned to key decision points moving forward.
3.3.4	Committee members are asked to discuss how, given the requirement for detailed Board input to consider priorities in line with a difficult budget, they could contribute to this work for this financial period.
3.4 3.4.1	**Looking Ahead** The Service has committed to delivering more efficient and effective corporate business processes and is undertaking a review of how Corporate Services are structured. A key component of this is to ensure that strategic, change and financial planning continues to align and improve.
3.4.2	Restructure proposals are at a late stage of development with options being prepared for final consideration and approval by the SLT in February 2026. Although not yet finalised, a number of options have been developed to further strengthen the greater alignment between strategic, change and financial planning.

4	Recommendation
4.1	Members of the Strategic Planning and Change Committee are invited to discuss the paper.

5	Key Strategic Implications
5.1	**Risk Appetite and Alignment to Risk Registers** The content of this update report does not impact upon risk appetite or risk registers.
5.2	**Financial** This report frames the work being undertaken to align strategic, change and financial planning.
5.3	**Environmental & Sustainability** There are no environmental and sustainability implications of this update report.
5.4	**Workforce** There are no workforce implications of this update report.
5.5	**Health & Safety** There are no health and safety implications of this update report.
5.6	**Health & Wellbeing** There are no health and wellbeing implications of this report.
5.7	**Training** There are no training implications of this report.
5.8	**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	**Communications & Engagement** There are no communications and engagement implications of this report.
5.11	**Legal** Section 41B of the Fire (Scotland) Act 2005 (as amended) requires the SFRS to prepare a three-year Strategic Plan.
5.12	**Information Governance** There are no information and governance implications of this report.
5.13	**Equalities** There are no equalities implications of this report.
5.14	**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:**	SFRS are continuing to align strategic, change and financial planning. Work on the update of the three-year delivery plan has been used to shape the MTFP. The Service will now consider the implications of the Scottish Budget announcement on the three-year delivery plan. Further improvements for planning alignment are being considered as part of the corporate service review.
8	**Appendices/Further Reading**	
8.1	Appendix A – Ten Year Strategic Planning Horizon	
8.2	Appendix B – Three Year Plan Workshop Prioritisation Guide	

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	*5 February 2026*	*For Scrutiny*

10-Year Planning Horizon

Performance Management Framework

Planning Document	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Planning Document
Fire and Rescue Framework for Scotland	2022-2026	2026-31					2036-41				Fire and Rescue Framework for Scotland
SFRS Long-Term Vision	2021-31						2031-41				SFRS Long-Term Vision
SFRS Strategy	Strategy 2025-28			Strategy 2028-31			Strategy 2031-34			Strategy 2034-37	SFRS Strategy
Medium Term Financial Plan (Rolling document, revised yearly)	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Medium Term Financial Plan
3 Year Delivery Plan (Strategic Actions and Change Projects)	2025-28 updated annually / Change Project Phase 1			2028-31 updated annually / Change Project Phase 2			2031-2034 updated annually / Change Project Phase 3			2034-37	3 Year Delivery Plan (Strategic Actions and Change Projects)
Local Area Plans		2026-29			2029-32			3032-35			Local Area Plans
Key Directorate Strategy Updates	Procurement People*	Prevention* Training*		Energy/ Carbon Management	DDaT	Operational Strategy *					Key Directorate Strategy Updates

2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35

Service Commitment	Initiative #	Initiative Description	Start	Continues?	Must/Should/Could/Won't	Impact of not doing	Budget	Resource	Interdependencies	Resource touchpoints
By delivering on our Prevention Strategy we will focus our community safety offering, influence the development of further fire safety legislation, and enforce against that appropriately, whilst supporting wider community resilience.					MUST - Critical initiative that directly enables strategic objectives		Low value	Low: Minimal resources needed (can be absorbed by current team)		
By working with partners, we will seek to develop initiatives that diversify SFRS activities, streamlining public service delivery and supporting joined up services.					SHOULD - Initiaive strongly supports strategic goals but not absolutely essential for initial success*		Medium value, likely to be secured	Medium: Moderate resources (may need some additional support)		
By enhancing our Organisational Learning and Assurance processes, we will cultivate a culture of continuous improvement, mitigate risks proactively, and ensure consistent delivery of learning outcomes with a focus on firefighter safety.					COULD - Nice-to-have that aligns with the strategy but not necessary for its core success		Medium value, unlikely to be secured	Medium: Moderate resources (may need some additional support)		
By formalising our approach to research, development and innovation, we will create a culture that embraces innovation to become more efficient, better serve the public and improve the safety and employees and the communities we serve.					WON'T - Not essential for current strategic delivery. Deprioritised for the current cycle but reconsider in future		High value, likely to be secured			
By implementing improvements to our On Call processes we will provide a more flexible and effective On Call resource.							High value, unlikely to be secured			

SCOTTISH FIRE AND RESCUE SERVICE
Strategic Planning and Change Committee

Report No: C/SPCC/03-26

Agenda Item: 8.1

Report to:	STRATEGIC PLANNING AND CHANGE COMMITTEE
Meeting Date:	05 FEBRUARY 2026 (DATA AS OF: 5 JANUARY 2026)
Report Title:	PORTFOLIO SUMMARY REPORT

		Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to **Board Standing Order 9**						
Report Classification:	**For Scrutiny**							
		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 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 2.2.1	**Service Delivery Review** 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 2.2.3	**Key Components** 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 closed on 16 September 2025. Once decisions are made, approved options will be implemented from 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 **Corporate Services Review**

2.3.1 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 **Enabling Infrastructure**

2.4.1 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 overall health of the programme is Red due to it not yet being possible to have a timeline in place for next steps and the risk associated with this. It was agreed in November 2025 that the SFRS Board decision would be moved to early 2026. A new date for this meeting is dependent on the completion of the Diffley Partnership Report, staff engagement analysis and external assurance of Equality and Human Rights Impact Assessments. Due to the unknowns associated with each of these, it is not currently possible to identify a completion date for these activities.
3.1.2	It has been agreed that priority will be given to the cases for change for all Long Term Dormants, followed by the options for the ten pump removals. This will enable decisions by the SFRS Board to be phased if necessary.
3.2 3.2.1	**Corporate Services Review** The overall health of the programme continues to be Amber pending the completion of the overarching programme plan including resource and funding requests. Skills and resource present a significant risk to the programme with all current internal contracts for programme and project resource scheduled to end by March 2026, with the exception of the Programme Manager.
3.2.2	Whilst some elements of individual initiatives are at risk of delay, the Corporate Services Directorate Restructure remains on track to be completed by the end of the financial year. A further engagement session with the Strategic Planning and Change Committee on the Outline Business Case for Corporate Business Systems is scheduled for 5 February.
3.3 3.3.1	**Enabling Infrastructure** The overall health of the programme is Amber. The Integrated Command and Control System was successfully implemented in December together with the first phases of Payroll and Availability. Delays have been experienced with the User Acceptance Testing of the Roster module which has implications for the New Mobilising System (NMS). A change request will be presented to the Change Portfolio Investment Group for Rostering seeking approval of a revised timeline with associated budget and resource implications. The NMS and Rostering teams are working closely together to manage the interdependency and ensure the timeline for NMS is maintained.
3.3.2	Resource is reporting Amber due to an unsuccessful recruitment round for a project manager for Self-Contained Breathing Apparatus. Alternative recruitment options have been identified and are being progressed. Discussions are ongoing with the Head of Digital and Technology Services regarding Infrastructure Architecture and Data & Integration roles within the programme.
3.3.3	Cost is reporting Red due to the New Mobilising System (NMS) and Rostering. NMS has an in-year underspend with a variance over 5%. The project is taking action to vire approximately £500K in period 9. Rostering is seeking approval for funding to extend the Kronos contract and Project Team contracts in line with the revised timeline.

3.3.4	The Full Business Case for the Safety and Assurance Management System (eSAMS) has been approved and award of contract is in progress. Following this it is anticipated that the timeline for this project will return to Green. The New Mobilising System continues to report Amber due to compressed timescales for the implementation of CAD.

3.4
3.4.1
	Leadership and Culture
	The SFRS Organisational Culture & Leadership Vision and Strategy has been drafted following extensive engagement with the Strategic Leadership Team, Senior Management Team, Strategic Managers, and the SFRS Board. Phase 1 priorities for the Organisational Culture and Leadership Programme have been identified, with associated New Demands/Project Briefs developed for assurance and approval at the Design and Assurance Forum and onto the inaugural Programme Board, both in January 2026. Delivery of key culture and leadership milestones continue across the Service including:
	    • Supervisory and Middle Management and Leadership Development
	    • Employee Voice/Networks Review
	    • Inclusive Hiring Practices Review
	    • Dignified Facilities and Station/SFRS Building Capital Programme.

3.5
3.5.1
	Portfolio Risks
	A Portfolio Risk register has been developed reflecting the key risks facing the portfolio. A risk workshop will be scheduled for the Change Portfolio Progress Group to review the register and agree control actions. Key risks include:
	    • A risk project deliverables may be delayed due to limited depth of project and programme planning across the portfolio resulting in increased costs and challenges maintaining business continuity. A risk spotlight is presented as part of the Risk Summary Report and mitigating actions have been identified.
	    • A risk of resource demand exceeding available resource capacity resulting in delays to some change initiatives. An outline of this constraint is provided in Section 3.6.

3.6
3.6.1
	Portfolio Finance and Resourcing
	Over the past twelve months the programmes within the strategic change portfolio have developed significantly including approval of the following new demands:
	    • Self-contained Breathing Apparatus
	    • Safety and Assurance Management System (eSams)
	    • Pay and Reward Framework Review
	    • Corporate Services Service Catalogue
	    • Training System

3.6.2	Initiatives with agreed business cases and associated funding in place for 2026/27 include NMS, Emergency Services Mobile Communications Programme, Contaminants (CivTech), Situational Awareness (CivTech) and Safety and Assurance Management System. Business cases for Service Delivery Review and Corporate Services Review do not currently go beyond March 2026.

3.6.3	Following the Scottish Government's budget statement on 13 January, discussions are ongoing around prioritisation of initiatives and associated funding for the other elements of the Strategic Change Portfolio. Key decisions scheduled for early 2026 include:
	    • SFRS Board Decision on Service Delivery Review options to take forward
	    • Outline Business Case Corporate Business Solutions
	    • Closure of People, Payroll and Finance project
	    • Outline Business Case for Self-Contained Breathing Apparatus
	    • Approval of Organisational Culture and Leadership Programme Brief and key deliverables

3.7 3.7.1	**Resource Constraints** Of the four programmes within the Strategic Change Portfolio, Enabling Infrastructure has committed and funded project management resource in place for 2026/27 as per the agreed business cases. This applies to: - New Mobilising System - Emergency Services Mobile Communications Programme - Rostering - Safety and Assurance Management System (until 31 July 2026)	
3.7.2	Service Delivery Review has committed and funded project management resource in place until August 2026. Corporate Services Review and Organisational Culture and Leadership do not have project management resource.	
3.7.3	Work is in progress to quantify the gap between resource demand and capacity across the portfolio. Following prioritisation discussions, options will be explored around how to resource change in line with the challenging budget position.	
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 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** Funding discussions are ongoing with the Scottish Government and the setting of the 2026/27 budget is in progress.	
5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this cover paper.	
5.4 5.4.1	**Workforce** Resource capacity from other areas including Training, Operations, Safety and Assurance, Corporate Communications and Digital and Technology Service across various projects.	
5.5 5.5.1	**Health & Safety** 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	**Timing**
5.8.1	See section 3

5.9	**Performance**
5.9.1	See section 3.

5.10	**Communications & Engagement**
5.10.1	There are no direct key communication and engagement implications arising from this cover paper.

5.11	**Legal**
5.11.1	There are no direct key legal implications arising from this cover paper.

5.12	**Information Governance**
5.12.1	A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this cover paper.

5.13	**Equalities**
5.13.1	An Equalities Impact Assessment is not required as there is no personal/sensitive information on this cover paper .

5.14	**Service Delivery**
5.14.1	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:**	Andy Watt, Deputy Chief Officer
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited~~/~~Insufficient~~
7.2	**Rationale:**	The report is based upon the regular highlight reporting by each project and programme and the monitoring of progress across the portfolio. Time, quality and resources are reviewed based on a red and amber escalation RAG status, including key dependencies and interdependencies.

8	**Appendices/Further Reading**
8.1	Appendix A – Portfolio Dashboard

Prepared by:	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 more innovative and achieve sustained investment in our technology, equipment, estate and fleet, making us more effective and efficient.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Portfolio Progress Group	*19 January 2026*	*For Scrutiny*
Strategic Planning and Change Committee	*05 February 2026*	*For Scrutiny*

PORTFOLIO OFFICE

**STRATEGIC PORTFOLIO SUMMARY REPORT
JANUARY 2026**

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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	PPF Project Approach Decided 30/09/25	PPF Project Approach Decided (25/03/26)	🟡	🟢	🟡	Overall Programme Health is Amber. Time kept at amber from previous month as timelines for initiatives potentially move to right Cost held at green following contract award for Service Strategy & Catalogue Skills and Resource kept at amber from previous month - no project manager resource. Programme Officer role filled.
	People, Payroll, & Finance (PPF) Discovery Phase	Project Reset Process (tbc)	Project Reset Process (tbc)	🔴	🟡	🔴	Overall Project health is held at Red. Time status is Red until an agreed and re-baselined timeline is in place. Cost is held at Amber until cost of Shared Services and funding mechanism known. Skills & Resource is Red due to the lack of Project Manager. Quality maintained at red.
Service Delivery Review Programme (SDR)	Public Consultation	Stage Gate Assurance (Intake -> Plan) (18/12/25)	Stage Gate Assurance (Intake -> Plan) tbc	🔴	🟢	🟡	The overall health of the Programme is Red. Time RAG is Red - additional work is required however no re-baselined plan is in place as this is contingent on matters outside of programme's controls. Decision on options has been delayed, a new date has yet to be agreed. Decision date has dependencies on external factors. Cost RAG remains Green and there are no additional costs to report. The current business case was due to cease in Jan 2026 but has been extended to end March 2026. Skills and Resource RAG is Amber though trending Red due to an anticipated shortfall in operational staff. A Resource Assessment 2026-2027 Paper was acknowledged by Programme Board in December and members agreed that resource should be prioritised.
	Demand Based Duty System	SDR Day Shift Duty System Collective Agreement approved by SLT (30/04/26)	SDR Day Shift Duty System Collective Agreement approved by SLT (30/04/26)	🟢	🟢	🟡	The Overall Health of the Project is Green. The project remains in the Delivery Phase Time RAG is Green - a change request has been approved to reflect the additional time required to develop the Day Shift Duty System Policy. Resource status is AMBER because if Livingston's leave model is deemed unsuitable, the project may need additional senior or specialist staff to support negotiations with representative bodies.

SCOTTISH FIRE AND RESCUE SERVICE
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Date of issue 09/01/2026

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) Live Initiatives	**Defining the Programme**	Programme Plan Approved (30/09/25)	Programme Plan Approved (31/01/26)	🟡	🔴	🟡	Programme overall health RAG status is Amber. Time RAG remains Amber due to issues experienced with Roster UAT and the potential implications both to the NMS integration and to BAU operations post March 2026. Cost RAG is Red driven by Rostering and NMS Cost RAGs. Resource is now reporting amber due to an unsuccessful recruitment round for an SCBA PM. Alternative options and next steps now being considered.
	Rostering	Availability & Payroll Go-Live East (03/02/26)	Availability & Payroll Go-Live East (03/02/26)	🔴	🔴	🔴	The project's overall RAG status is RED. Time has moved to RED because Roster UAT cannot be completed by the 12 December deadline, and a Change Request is underway to approve a revised timeline and assess impacts on NMS integration. Cost remains RED due to the need to extend both the Kronos contract and Project Team contracts while UAT issues continue. Skills and Resources are RED: the team is small, and although Central Staffing has provided additional support for intensive Gartan Roster testing, Q4 resourcing commitments are still unresolved and resourcing for next Financial Year remains to be agreed. Quality is also AMBER: Roster UAT failure rates remain high and supplier ticket resolution is slow, though there has been slight recent improvement. Process ownership for contract information updates in Gartan still needs to be agreed to address concerns from Business Support and Payroll.
	New Mobilising System	CAD Site Acceptance Testing Complete (30/03/26)	CAD Site Acceptance Testing Complete (30/03/26)	🟡	🔴	🟢	Overall RAG is Amber due to continued compressed delivery timeline. Time RAG remains Amber. CAD Critical path remains on track, with CAD Site Acceptance Testing as next key milestone. Change request to be submitted for approval. Cost RAG is Red. The In-Year Budget RAG status is Red due to underspend of budget (variance of over 5%). Project taking action to vire c£500k in period 8. Awaiting costs for CCPs to provide more accurate forecast. Resource remains Green.
	ESMCP / IVS			🟡	⚪	⚪	Supplier related issues (technical performance, capacity and collaboration) affecting In-Vehicle Systems User Acceptance Testing timeline. Escalations to Motorola/3TC in place with deadlines agreed. Impact on overall timeline TBD.
	eSAMs	Procurement and Contract Award 05/12/25	Procurement and Contract Award (30/01/25)	🟡	🟢	🟢	Project overall RAG is Amber. Time is assessed as Amber. Currently the project straddles Intake\Planning stages with a late allocation of project and work to seek approval for its Full Business Case in line with the Procurement Market engagement Cost is assessed as Green currently based on quoted costs from the preferred supplier and previous Outline Business Case. Risks are Green and being Managed in line with their controls. Resources are Green, at this point and are being released to the project as required. Benefit RAG is Green. Benefits are being assessed and captured within the benefit toolkit. Benefit profiles and associated measurements in development.

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Date of issue 09/01/2026

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) Live Initiatives (Cont'd)	**SCBA**	OBC CPIG Approval (24/02/26)	OBC CPIG Approval (24/02/26)	🟢	tbc	🔴	New Demand approved in October CPIG. OBC was reviewed by Project Board (Objective & Options only) December 25. UIG ongoing. Specification development to conclude Feb 26. Resource RAG is Red due to lack of PM.
	IoT	IoT Available Dec 25	IoT Available Dec 25	🟡	tbc	tbc	Amber due to the uncertainty of MLL to deliver an IoT network solution before end of 2025. Path to green: successful Proof of Concept resulting in a realistic implementation plan.
	CivTech - Situational Awareness	Close 'Stage 6: Pre Commercial Phase' 31/07/26	Close 'Stage 6: Pre Commercial Phase' 31/07/26	🟢	🟢	🟢	(07/11, Quarterly Update) Following SLT Decision Sept 25, to bring CivTech into EI scope: Proposed approach agreed for 10.1 (situational awareness): G Mackay provide quarterly update to EI Prog. Board. L Kemp to join monthly Steering Group. Decision paper required prior to implementation phase (June 26). Strategic scoring completed 28 Oct.
	CivTech - Contaminants	tbc	tbc	🟢	tbc	tbc	(07/11, Quarterly Update) Following SLT Decision Sept 25, to bring CivTech into EI scope: Resourcing and reporting approach for 10.2 (Contaminants) being discussed with stakeholders for proposal to Programme Board. First Quarterly Update on Contaminants will be brought to Programme Board this month. Strategic scoring completed 28 Oct. Based on the current plan, implementation period will begin Nov 2027
Leadership and Culture	**Leadership and Culture**	tbc	tbc	tbc	tbc	tbc	The SFRS Organisational Culture & Leadership Vision and Strategy has been drafted following extensive engagement with the Strategic Leadership Team, Senior Management Team, Strategic Managers, and the SFRS Board. Phase 1 priorities for the Organisational Culture and Leadership Programme have been identified, with associated New Demands/Project Briefs developed for assurance and approval at the Design Assurance Forum and onto the inaugural Programme Board, both in January 2026. Delivery of key culture and leadership milestones continue across the Service including: • Supervisory and Middle Management and Leadership Development • Employee Voice/Networks Review • Inclusive Hiring Practices Review • Dignified Facilities and Station/SFRS Building Capital Programme.
PIPELINE ACTIVITY							
Enabling Infrastructure Programme (EI) Potential Initiatives	**Training System**	tbc	tbc	n/a	n/a	n/a	New Demand was approved by CPIG (14/12/25).
	Risk Management System	New Demand & Impact Assessment Started (30/01/26)	New Demand & Impact Assessment Started (30/01/26)	n/a	n/a	n/a	Risk team have been exploring options: Outsource: Demo provided of system used by Police Scotland. Procurement notified of potential activity for FY26-27 work plan In-house: potential enhancements via move to Microsoft Fabric Next Steps - Discussing initiation of New Demand and Impact Assessment with David Johnstone.

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SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland
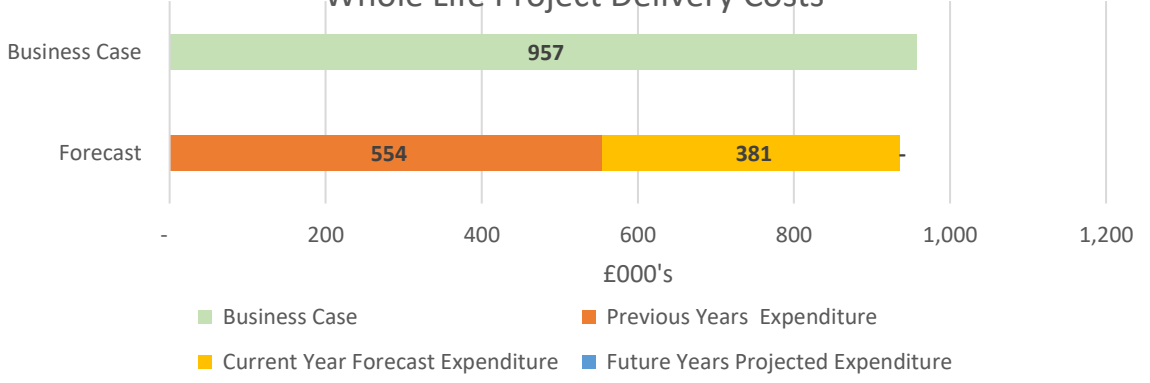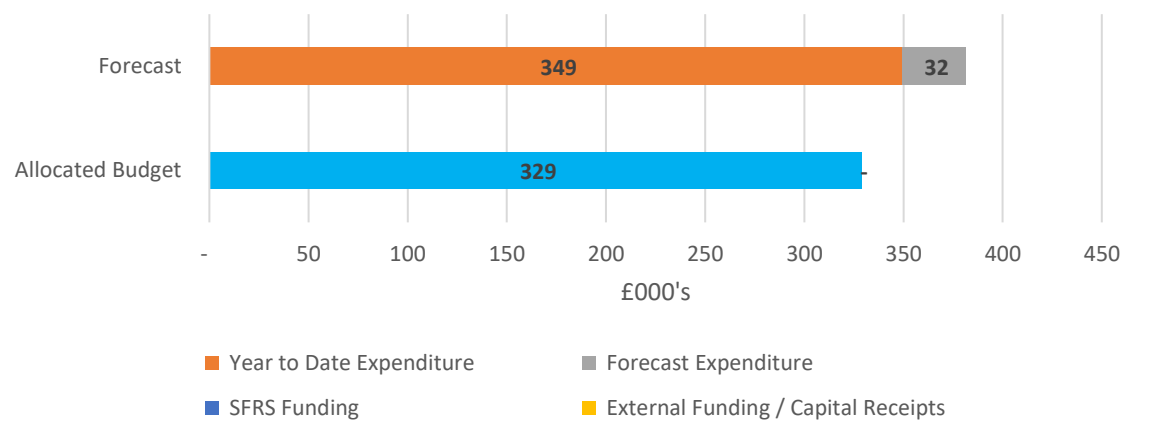
SCOTTISH FIRE AND RESCUE SERVICE	
Strategic Planning and Change Committee	

Report No: C/SPCC/04-26

Agenda Item: 9.1

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**
Meeting Date:	**5 FEBRUARY 2026**
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 a regular update to the Strategic Planning and Change Committee (SPCC) 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.
2.3	Financial benefits: Cashable benefits realised, measured in £1,000s.
2.3.1	Target is to track delivery of expected cashable benefits against the latest approved business case.
2.3.2	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.
2.3.3	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 09 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 Finance Portfolio Report format for 2025/26, period 09.
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	Rostering Cost RAG is currently Red. The project is forecasting to overspend against this year's forecast by £0.052m in total. This forecast overspend is due to unforeseen additional cost incurred through the necessary retention of Kronos for three months (required due to supplier delay) and additional development costs. Whole life project delivery costs: forecast

to be £0.935m against an approved Business Case of £0.957m, thus an underspend of £0.022m is forecast overall against the approved Business Case.

3.5.1.2   Current year project delivery costs: forecast to be £0.381m against an allocated budget of £0.329m, thus an overspend of £0.052m is forecast. Actuals for the year to date (YTD) are £0.349m, the remaining forecast of £0.032m 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: Review of identified benefits will be progressed following implementation of the Roster module. The associated toolkit will be completed to support validation and ongoing management of agreed benefits.

3.5.2   **New Mobilising System (NMS)**

Whole Life Project Delivery Costs

	£000's
Business Case	16,028
Forecast	3,664 / 7,473 / 3,614

Legend: Business Case, Previous Years Expenditure, Current Year Forecast Expenditure, Future Years Projected Expenditure

Current Year Project Delivery Costs

	£000's
Forecast	5,370 / 2,103
Allocated Budget	7,582

Legend: Year to Date Expenditure, Forecast Expenditure, SFRS Funding, External Funding / Capital Receipts

3.5.2.1   NMS Cost RAG is Red. Whole life project delivery costs: forecast to be £14.751m against the latest approved Business Case of £16.028m, thus an underspend of £1.277m is forecast against the approved Business Case.

3.5.2.2   Current year project delivery costs: forecast to be £7.473m against an allocated budget of £7.582m, thus an underspend of £0.109m. Awaiting costs for Central Communication Processors (CCPs) to provide more accurate forecast. Actuals for the year to date (YTD) are £5.370m, the remaining forecast of £2.103m is expected to be spent over the remaining

	months of the year. Budget will be reduced in line and P10 reporting will show Forecast = Budget.
3.5.2.3	Previous Years Expenditure: the total spend on the project across financial years 22/23, 23/24 and 24/25 was £3.664M.
3.5.2.4	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 NMS Project Board on 6th Oct and submitted to the Digital Assurance Office Go-Live Gate review.
3.5.3	**Emergency Services Mobile Communications Programme/In-Vehicle Systems**

Whole Life Project Delivery Costs

Business Case	22,692
Forecast	4,123 / 1,812 / 16,418

£000's (axis: -, 5,000, 10,000, 15,000, 20,000, 25,000)

Legend:
- Business Case
- Previous Years Expenditure
- Current Year Forecast Expenditure
- Future Years Projected Expenditure

Current Year Project Delivery Costs

Forecast	340 / 1,472
Allocated Budget	1,112 / 1,675

£000's (axis: -, 500, 1,000, 1,500, 2,000, 2,500, 3,000)

Legend:
- Year to Date Expenditure
- Forecast Expenditure
- SFRS Funding
- External Funding / Capital Receipts

3.5.3.1	Cost RAG is Red, as the project is forecasting an underspend of £0.975m against this year's budget of £2.787m. The whole life project delivery costs are forecast to be £22.353m against an approved Business Case of £22.692m. Currently the implementation costs of the project are forecast to be £0.339m underspent.
3.5.3.2	Current year project delivery costs: forecast to be £1.812m against an allocated budget of £2.787m. An underspend of £0.975m is indicated. Year to date spend on the project has been £0.340m, with an additional £1.472m forecast to be spent over the remaining months of the year.
3.5.3.3	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).

3.5.3.4	The programme benefits have been identified, and it is proposed that benefit profiles are developed to support the realisation of these.

3.5.4	**Safety and Assurance Management System (eSams)**

Whole Life Project Delivery Costs

Business Case — 180

Forecast —

- 20 40 60 80 100 120 140 160 180 200

£000's

- ■ Business Case
- ■ Previous Years Expenditure
- ■ Current Year Forecast Expenditure
- ■ Future Years Projected Expenditure

Current Year Project Delivery Costs

Forecast —

Allocated Budget —

- 0 0 0 0 1 1 1 1 1 1

£000's

- ■ Year to Date Expenditure
- ■ Forecast Expenditure
- ■ SFRS Funding
- ■ External Funding / Capital Receipts

3.5.4.1	Financials are currently green. Project cost forecast will be informed by the current User Intelligence Group engagement and procurement exercise.
3.5.4.2	Current year project delivery costs are based on the Outline Business Case estimates. These costs will be refined and updated following approval of the Full Business Case by Change Portfolio Investment Group (09/01/2026).
3.5.4.3	Previous Years Expenditure: there is no expenditure in previous years for this project
3.5.4.4	Initial Benefit Identification has taken place following market engagement and fed into the approved Full Business Case.

3.5.5 3.5.5.1	**Appliance Withdrawal** 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 after the SFRS Board decision on the Service Delivery Review cases for change and a permanent solution is agreed/implemented.
3.6	**CSR Programme**
3.6.1	**People, Payroll & Finance Project**

Whole Life Project Delivery Costs

Business Case	-
Forecast	2,916 237 -

£000's (axis: -, 500, 1,000, 1,500, 2,000, 2,500, 3,000, 3,500)

Legend:
- Business Case
- Previous Years Expenditure
- Current Year Forecast Expenditure
- Future Years Projected Expenditure

Current Year Project Delivery Costs

Forecast	168 69
Allocated Budget	571 -

£000's (axis: -, 100, 200, 300, 400, 500, 600)

Legend:
- Year to Date Expenditure
- Forecast Expenditure
- SFRS Funding
- External Funding / Capital Receipts

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. Benefits - anticipated benefits have been identified and will be quantified as part of the business case process.
3.7	**Service Delivery Review Programme**

Whole Life Project Delivery Costs

Business Case — 287
Forecast — 42 | 289 | -

£000's

- Business Case
- Previous Years Expenditure
- Current Year Forecast Expenditure
- Future Years Projected Expenditure

Current Year Project Delivery Costs

Forecast — 229 | 60
Allocated Budget — 190 | -

£000's

- Year to Date Expenditure
- Forecast Expenditure
- SFRS Funding
- External Funding / Capital Receipts
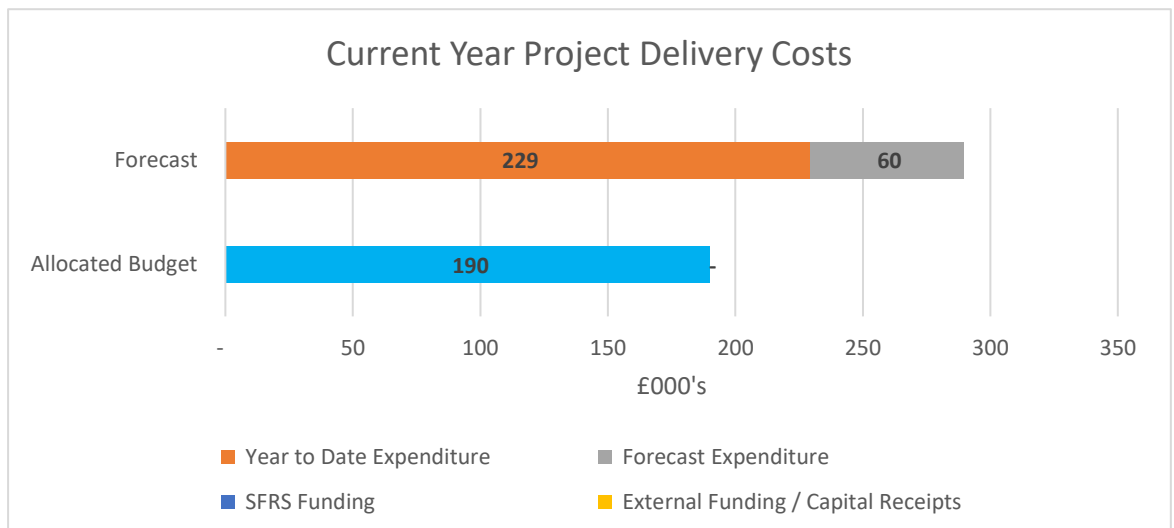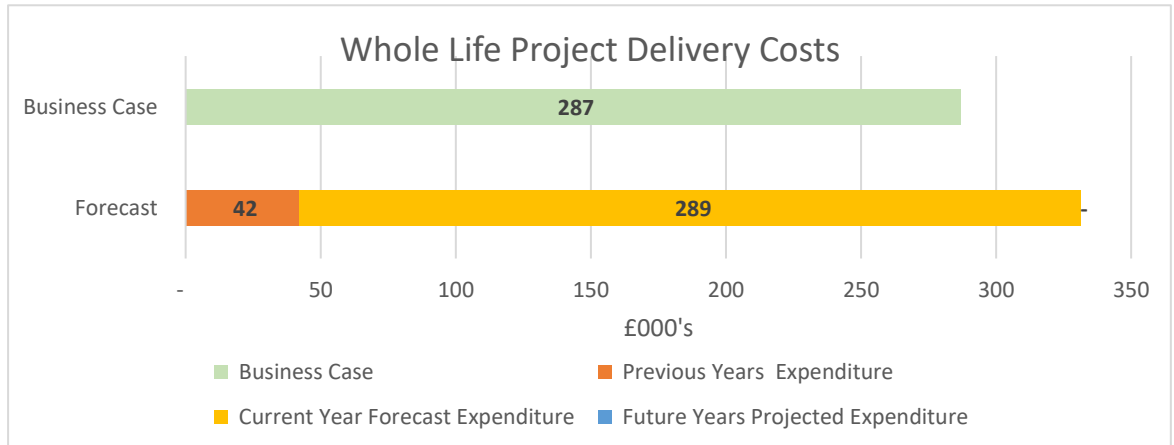
3.7.1	Financials are currently reported as Amber as the project is forecasting an overspend for 2025/26. The Allocated Budget figures report on support staff only. Overspend relates to WTFF (uniformed) staff that are working on the project and are being charged to it with no budget allocated to this (per Change Portfolio Investment Group).
3.7.2	Whole life project delivery costs: forecast to be £0.331m against an approved Business Case of £0.287m, thus an overall overspend of £0.044m is forecast against the approved Business Case.
3.7.3	Current year project delivery costs: forecast to be £0.289m against an allocated budget of £0.190m.
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 3.8.1	**Project Cost Summary** 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 £1.001m (2.51%), which within 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
Rostering	957	935	22	2.30%	⬆	⬇
New Mobilising System	16028	14751	1277	7.97%	⬆	⬆
ESMCP/IVS	22692	22353	339	1.49%	⬇	⬇
Appliance Withdrawal			0	0.00%		
Service Delivery Review	287	331	-44	-15.33%	⬆	⬇
Total	39007	37435	1572	4.03%	⬆	⬆

(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 3.9.1	**Time** 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. Data used in the calculation of the time KPI for 2025/26 Period 09 is provided below:

Project/Programme	Original BC Duration (Months)	Current Approved BC / Duration (Months)	Forecast Duration	Variation to current approved BC	Percentage Variation
Rostering	48	51	54	3	5.88%
New Mobilising System	36	36	36	0	0.00%
ESMCP/IVS	40	112	112	0	0.00%
Appliance Withdrawal					
Service Delivery Review					
Total	124	199	199	0	0.00%

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

3.9.2	Rostering is seeking approval of a change request which will bring the approved duration in line with the forecast duration.
3.10 3.10.1	**Financial Benefits** 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. 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)
Rostering	0	0	0
New Mobilising System	0	0	0
ESMCP/IVS	0	0	0
Appliance Withdrawal	3975	6814	10789
Service Delivery Review			
PPFT (Discovery)			
Total	3975	6814	10789

3.10.4	**Next Steps** 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 5.1.1	**Risk Appetite and Alignment to Risk Registers** 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 5.2.1	**Financial** 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	**Timing**	
5.8.1	There are no direct key timing implications arising from this report.	

5.9	**Performance**	
5.9.1	Performance with respect to the KPIs presented in the report is monitored monthly.	

5.10	**Communications & Engagement**	
5.10.1	There are no direct key communication and engagement implications arising from this report.	

5.11	**Legal**	
5.11.1	There are no direct key legal implications arising from this report.	

5.12	**Information Governance**	
5.12.1	DPIA completed: No. Report is provided for scrutiny	

5.13	**Equalities**	
5.13.1	EHRIA completed: No. Report is provided for scrutiny.	

5.14	**Service Delivery**	
5.14.1	There are no direct key Service Delivery implications arising from this report.	

6	**Core Brief**	
6.1	Not applicable	

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 09.

8	**Appendices/Further Reading**	
8.1		

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 4 – Our organisational performance, productivity and resilience continually improves. Our organisational performance, productivity and resilience continually improves.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Portfolio Investment Group	*28 January 2026*	*For Scrutiny*
Strategic Planning and Change Committee	*05 February 2026*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE
Strategic Planning and Change Committee

Report No: C/SPCC/05-26

Agenda Item: 10.1

Report to:	CHANGE PORTFOLIO PROGRESS GROUP							
Meeting Date:	5 FEBRUARY 2026							
Report Title:	PORTFOLIO PROGRAMMES RISK SUMMARY							
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 a summary overview of risk across the constituent programmes.

2	Background
2.1	The following Risk Report is intended to provide insights into potential threats and exposures across our portfolio.
2.2	The detail presented is intended to Identify concentrations of risk, highlight associated level of concern / risk appetite and enable proactive decisions to help mitigate emerging risks.
2.3	Report content is focused on our Programme Risk Registers.

3	Main Report/Detail
3.1	**Programme Risk Heatmaps**

3.1.1	We are currently tracking 49 Risks across our three Programme Risk Registers.
3.1.2	Corporate Services Programme is tracking 17 Risks with 3 at Red, 12 at Amber and 2 at Green.
3.1.3	Enabling Infrastructure Programme is tracking 15 Risks with 3 at Red, and 12 at Amber.
3.1.4	Service Delivery Programme is tracking 17 Risks with 5 at Red and 11 at Amber.

3.2	**Risks by Programme (RAG/Risk Score)**
3.2.1	This chart presents the absolute mix of Red/Amber/Green risks across the Portfolio by Programme.
3.2.2	We are tracking 12 Red Risks, 35 Amber Risks and 2 Green Risks.

3.3	**Red Risk Summary**

3.3.1		Risk Title	Description	Prob	Imp	Risk Score
	Service Delivery Review	Benefits Realisation	There is a risk that pressures external to the SDR programme impact decisions on the change options, due to budget constraints or changing priorities, resulting in expected benefits not being realised.	4	5	20
	Service Delivery Review	Staff Engagement Analysis	There is a risk that the staff engagement analysis will not be completed in time to inform the case for change packs, due to staff absence/capacity, resulting in due regard not being paid to a critical group of stakeholders.	5	4	20
	Enabling Infrastructure	Budget	There is a risk that sufficient short- and long-term budget has not been identified, because of annual budgeting constraints or volatility within project budgets, which will impact ability to achieve programme benefits and outcomes.	4	4	16
	Enabling Infrastructure	Change Sequencing	There is a risk that project sequencing does not happen in the correct order due to lack of understanding of dependencies (both out with and within the programme) or changes within project plans, resulting in enablers not being in place on time and delayed timescales.	4	4	16
	Enabling Infrastructure	NMS/Rostering Integration	There is a risk that integration work is delayed due to the performance issues experienced during Rostering UAT, high fail rate and slow bug resolution, resulting in a delay to elements of the NMS SAT testing and potential delay to the NMS CAD timeline.	4	4	16
	Corporate Services Review	Business Service Review - Quality of Service	There is a risk that the quality (including coverage) of business support provided to executives reduces because fewer resources are available resulting in dissatisfaction with the future model	4	4	16

	Risk Title	Description	Prob	Imp	Risk Score
Service Delivery Review	Staffing and Resourcing	There is a risk of failure to secure sufficient and suitably skilled and experienced resources to assist the Programme from across functions due to competing demands, resulting in deadlines not being met.	4	4	16
Service Delivery Review	Lack of Time	Due to the significant volume of feedback generated during the consultation process, there is a risk that the SDR team will not have sufficient time and capacity to develop the necessary consideration responses within the available timeframe. This could delay the SFRS Board's decision-making on progressing the options for change, resulting in compounded delays to implementation and increased budgetary pressures.	4	4	16
Corporate Services Review	Benefit realisation failure	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	3	5	15
Service Delivery Review	Reputation	There is a risk of public and political resistance to any changes to public sector services brought about by the SDR, resulting in reputational damage.	5	3	15
Service Delivery Review	SFRS Financial Position	There is a risk that SFRS's emergent financial position might require SDR to alter our approach or options, negatively affecting the ambition and benefits of the SDR Programme.	3	5	15

3.3.2   Each programme has control actions in place and is working to bring risks in line with the target impact and probability. Extensive work is ongoing within Service Delivery Review to quantify the volume of work required to enable a SFRS Board decision to take place and map out the next steps and subject matter expertise required to support this. Enabling Infrastructure is mapping the dependencies across the different initiatives to ensure project enablers are in place at the correct time and to reduce the risk of delays. Where challenges are being experienced, collaborative cross-project working is in place to mitigate the risk and maintain delivery schedules for critical change initiatives such as the New Mobilising System. Corporate Services Review is monitoring the outcomes of the Business Support changes and adopting the Benefit Toolkit for Corporate Business Solutions. This will ensure more effective benefit management and help reduce the risk identified.

3.4 **Portfolio Risk and Risk Spotlight**

3.4.1   A portfolio risk register has been developed and a workshop is being scheduled to review these and agree the control actions. There is a red risk project deliverables may be delayed due to limited depth of project and programme planning across the portfolio resulting in increased costs and challenges maintaining business continuity. A risk spotlight is appended to this report. Control actions have been identified and are being progressed with the aim of significantly reducing this risk within the next ten weeks. These include:
- Plans to be standing agenda item on each Project and Programme Board agenda
- SRO guidance and Project Board guidance to be provided with RACI matrix
- Fortnightly sessions with Change Centre of Excellence to review progress of plans, identify areas where support is required and ensure this is provided
- Project and programme plans to be baselined by 28 March 2026
- Plan health to be reported to CPPG on monthly basis with recommendations on any remedial action(s) required

4	Recommendation
4.1	The Strategic Planning and Change Committee are asked to scrutinise the Portfolio Office report on Portfolio Risk.

5	Key Strategic Implications
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** 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 5.2.1	**Financial** There are no direct financial implications arising from this report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct environmental & 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 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 training implications arising from this report.
5.8 5.8.1	**Timing** There are no direct timing implications arising from 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 communication and engagement implications arising from this report.
5.11 5.11.1	**Legal** There are no direct 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 Service Delivery implications arising from this report.

6	Core Brief
6.1	Not applicable

7	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	**Director:**	Andy Watt, Deputy Chief Officer
7.2	**Level of Assurance:** **(Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited~~/~~Insufficient~~
7.3	**Rationale:**	The report is based upon risk information identified by each project and programme and the overarching risk themes across the portfolio. There is room for further improvement in the identification of the right risks, controls and the completion of mitigating actions within identified timescales across the wider portfolio which will be supported by the finalisation of the Portfolio Risk Register.
8	**Appendices/Further Reading**	
8.1	Appendix A: Risk Spotlight - Planning	
8.2	Appendix B: Risk Heatmap Scoring Thresholds	

Prepared by:	Sean McCluskey, Reporting and Management Information Lead
Sponsored by:	Deputy Chief Officer (Corporate Services) Sarah O'Donnell Deputy Chief Officer Andy Watt
Presented by:	Curtis Montgomery, Head of Portfolio Office

Links to Strategy and Corporate Values

Outcome 5 – We are a progressive organisation, use our resources responsibly and provide best value for money to the public.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Change Portfolio Progress Group	*19 January 2026*	*For Scrutiny*
Strategic Planning and Change Committee	*05 February 2026*	*For Scrutiny*

Change Portfolio Progress Meeting – 12 January 2026
Planning Risk

Risk: There is a risk project deliverables and associated outcomes may be delayed due to limited depth of project and programme planning across the portfolio resulting in increased costs, overallocation of resources and challenges maintaining business continuity.

Submitted by: Heather Martin, Change Centre of Excellence Manager

Background: What would cause the risk to materialise / what is the effect likely to be?
This risk will materialise if initiatives are progressed without plans being in place and baselined. Within the Strategic Change Portfolio, the majority of initiatives currently do not have agreed plans in place. The effects of the risk may include: - delays to the delivery of change initiatives and achievement of associated outcomes; - increased costs; - initiatives being progressed with insufficient funding and resources; - reputational damage; - negative impact on financial management; - detrimental effect on health and wellbeing.

What risk appetite category and sub-category does the risk align to? (does it fall below, within or above the relevant risk appetite rating)?
Lack of planning leads to loss of time and money. Therefore this risk aligns to the risk appetite - Financial, Minimalist; In relation to breaching budgetary limits SFRS has a Minimalist appetite, aiming to fully utilise but not exceed approved budgets. In exceptional circumstances, where additional spend may be required, that would exceed budget provision, approval may be sought from the Scottish Government.

Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).
• Planning guidelines have been developed • Where possible, plans to be held and administered in WRIKE to provide visibility and support mapping of dependencies • Plans to be standing agenda item on each Project and Programme Board agenda • SRO guidance and Project Board guidance to be provided with RACI matrix • Fortnightly sessions with Change Centre of Excellence to review progress of plans, identify areas where support is required and ensure this is provided • Project and programme plans to be baselined by 28 March 2026 • Plan health to be reported to CPPG on monthly basis with recommendations on any remedial action(s) required

External or other factors which might impact on the current risk assessment. (has internal or external audit provided a related report or has HMFSI undertaken a review in this area).
The Scottish Government Budget for 2026/27 was announced on 13 January 2026 which may affect the risk assessment.

Summary of Mitigating Actions Undertaken by Directorates
Review and prioritisation of change initiatives. Integrated planning approach with annual planning process to be progressed. Progress of Control Actions to be monitored by Change Portfolio Progress Group

Risk Heatmap Scoring Thresholds

This background data is provided to support the heatmap reports in the body of the report and presents the Probability x Impact calculated value for each possible combination of these.

If a Probability x Impact = Risk Score;
- Has value between 1 and 5, the Risk is Green.
- Has value between 6 and 12, the Risk is Amber.
- Has value between 15 and 25, the Risk is Red.

RAG Reporting Thresholds

Probability		Negligible (1)	Low (2)	Medium (3)	High (4)	Very High (5)
	Almost Certain (5)	5	10	15	20	25
	Likely (4)	4	8	12	16	20
	Possible (3)	3	6	9	12	15
	Unlikely (2)	2	4	6	8	10
	Rare (1)	1	2	3	4	5

Impact

SCOTTISH FIRE AND RESCUE SERVICE	
STRATEGIC PLANNING & CHANGE COMMITTEE	

Report No: **C/SPCC/01-26**

Agenda Item: **11.1**

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**						
Meeting Date:	**5 FEBRUARY 2026**						
Report Title:	**SCOTTISH FIRE AND RESCUE SERVICE PROJECT LIFECYCLE REPORT**						
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>**					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>

1	**Purpose**
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPCC) with an overview and explanation of the updated **Scottish Fire and Rescue Service (SFRS) Project Change Lifecycle Process** as presented in the accompanying slide pack. The report outlines the rationale for the lifecycle's development, summarises improvements made across governance, assurance, reporting and programme delivery, and highlights ongoing development work such as project sizing and documentation standardisation.

2	**Background**
2.1 2.1.1	**Background** A review of the Strategic Portfolio in 2023 identified opportunities to strengthen consistency, improve documentation standards, enhance assurance, and apply more uniform reporting across change activity. At that time, the portfolio consisted of 15 projects, with maturity varying across teams and governance arrangements.
2.1.2	The review highlighted the need for improvements in the following areas: • Consistent governance arrangements • Standardised documentation • Robust assurance • Clear, uniform reporting • A consistent project lifecycle methodology • Improved financial and benefits management
2.1.3	In response, a comprehensive improvement programme was initiated to strengthen SFRS's portfolio, programme, and project management capability. Enhancements included: • Establishing consistent governance structures (Corporate Portfolio Investment Group (CPIG), Change Portfolio Progress Group (CPPG), Design and Assurance Forum (DAF)) • Introducing a PPM system to manage plans, RAIDs, and reporting • Standardising project reporting • Implementing a standard phased lifecycle aligned to industry practice • Introducing Change Control procedures • Strengthening stage-gate assurance • Aligning demand management with Business Case processes • Introducing programme management standards (MSP) • Establishing financial and benefits reporting tools

2.1.4	Further development work is ongoing to introduce project sizing, referred to as "Tshirt sizing", define appropriate governance routes by project size, and strengthen core resourcing and documentation expectations. The objective is to have greater visibility of current and future resource demands identified in the three-year plan, to align Portfolio Office capacity with priority changes. These elements remain in draft and will return to governance for approval.

3	**Main Report/Detail**
3.1 3.1.1	**Overview of the Lifecycle** The updated SFRS Project Lifecycle consists of **the following phases**: 1. **New Demand** 2. **Intake** 3. **Planning** 4. **Delivery** 5. **Closure**
3.1.2	Each phase includes defined activities, stage gates, and key artefacts to ensure consistent, high quality project delivery across the organisation.
3.2 3.2.1	**New Demand** Workflows begin with identification of change need through the New Demand Form and portfolio assessment. The Portfolio Office conducts an initial review before passing proposals through DAF and CPIG. Strategic questions are included in the new demand to help assess contribution to strategy and benefits.
3.3 3.3.1	**Intake** Formal scoping, outline business case development, and establishment of project structures occur at this point. Gate 2 allows approval to progress into detailed planning.
3.4 3.4.1	**Planning** This phase involves creation of the Project Dossier, Resource Plan, Communications Plan, RAID logs (held in the PPM system) and detailed planning artefacts. Governance at this point confirms readiness for delivery.
3.4.2	A PPM system hosts all change documentation, strengthening transparency and portfolio oversight.
3.5 3.5.1	**Delivery** Delivery is overseen through established project governance forums, regular reporting and stage-gate reviews. Business readiness activities are incorporated to support organisational adoption.
3.5.2	Stage-gate assurance is provided through the Design & Assurance Forum.
3.5.3	KPIs now track performance against time, cost and benefits.
3.5.4	Change Control procedures ensure material scope, cost or schedule adjustments follow formal governance routes (CPIG/CPPG).
3.5.5	Delivery is further strengthened by improved programme governance aligned to the Managing Successful Programmes (MSP) methodology.
3.6 3.6.1	**Closure** Project closure activities include handover to BAU, completion of benefits realisation reviews, lessons learned capture and formal Project Closure Report submission.

3.6.2	Portfolio-level assurance incorporates findings into organisational learning.
3.7	**Further Development (Project Sizing and Documentation)**
3.7.1	Draft project sizing using XS–XL categories is being developed to scale governance, resourcing and documentation proportionately. This will ensure smaller initiatives do not face unnecessary burden, while larger, high-risk initiatives receive the required oversight. These recommendations remain under development and have not yet been approved by governance.
3.7.2	Draft governance, resourcing and artefact checklists have been produced and are included in the slide pack for discussion.
3.7.3	A summary of the improvements to Portfolio Management and change following the review include: • **Governance and Assurance** - Consistent governance and assurance arrangements are now in place with the Change Portfolio Investment Group, Change Portfolio Progress Group and Design & Assurance Forum. • **Systems** – A PPM System has been introduced hosting Plans, Reporting and RAID logs. • **Project Reporting** – Standard Project reporting has been introduced. • **Project Lifecycle** - A consistent phased project lifecycle methodology has been introduced based on a standard industry approach. • **Change Control** – A new Change Control (CR) process has been put in place to manage material changes via CPIG/CPPG. • **Standardised documentation** – Standard core documentation practices have been introduced with the project framework. • **Assurance Practices** - Stage-gate quality assurance has been introduced, managed through DAF. • **Pipeline Management** - A new demand process has been introduced which links to the new Business case process. • **Programme Management** – Programme Management standards and structures have been introduced based on the Managing Successful Programmes (MSP) methodology. • **Financial reporting** – A standard report is produced monthly providing insights into financial performance. • **Key Performance Indicators** - Performance KPIs have been introduced looking at performance against Time, Cost and Benefits. • **Change Management** – Introduction of Change Management and Business Readiness Practices. • **Definition of Change** – A first draft DoC has been developed setting out guidance indicating if a change is deemed as BAU, Continuous Improvement, Project, Programme and Portfolio levels of change. • **Benefits** – A Benefits Management Toolkit has been developed and introduced to support development and delivery.
4	**Recommendation**
4.1	The Strategic Planning and Change Committee is asked to: • Scrutinise the content of this report and the associated slide deck; • Note progress across lifecycle design, governance, assurance and reporting; and • Note the development of the draft project sizing model and documentation framework.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite & Alignment** The revised lifecycle strengthens risk identification, escalation, and monitoring across project and programme delivery, supporting SFRS's ambitious appetite for strategic change.

5.2 5.2.1	**Financial** Standardised financial reporting and business case requirements improve transparency and enable more effective portfolio-level financial planning.
5.3 5.3.1	**Environmental & Sustainability** No direct environmental implications arising from the lifecycle update.
5.4 5.4.1	**Workforce** Clearer governance, processes and support tools enable more efficient use of workforce resources and support improved role clarity.
5.5 5.5.1	**Health & Safety** No direct H&S implications within the lifecycle design.
5.6 5.6.1	**Health & Wellbeing** No direct implications.
5.7 5.7.1	**Training** Further training will be required to embed lifecycle practices, use of the PPM system, and adoption of standard artefacts.
5.8 5.8.1	**Timing** The lifecycle is already in use; further enhancements (e.g., sizing model) will progress through governance before implementation.
5.9 5.9.1	**Performance** Use of KPIs and standardised reporting enhances performance tracking across projects and programmes.
5.10 5.10.1	**Communications & Engagement** The lifecycle will support clearer communication of project expectations and roles across the organisation.
5.11 5.11.1	**Legal** No direct legal implications.
5.12 5.12.1	**Information Governance** No personal or sensitive data included within this report.
5.13 5.13.1	**Equalities** No Equalities Impact Assessment is required.
5.14 5.14.1	**Service Delivery** No direct implications: improved lifecycle governance may support future service improvements.

6	**Core Brief**	
6.1	Not applicable	
7	**Assurance (Board/Committee Meetings ONLY)**	
7.1	**Director:**	Sarah O'Donnell, Deputy Chief Officer (Corporate Services)
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited~~/~~Insufficient~~
7.2	**Rationale:**	A *Reasonable* level of assurance is appropriate as the updated SFRS Project Change Lifecycle has been fully developed,

		implemented, and is already supporting active portfolio, programme, and project delivery. The core governance structures (CPIG, CPPG, DAF), standardised lifecycle phases, reporting processes, and assurance mechanisms are all established and functioning as intended. Evidence of improvements—such as the introduction of consistent documentation, strengthened stage-gate controls, clearer governance pathways, and enhanced financial and benefits reporting—demonstrates that key controls are in place and operating. While further development work continues (e.g., project sizing model, documentation refinements), these elements do not materially affect the integrity of the lifecycle or its ability to provide reliable oversight. On this basis, the Committee can be reasonably assured that the lifecycle processes are robust, consistently applied, and actively contributing to improved portfolio management and organisational performance.
8	**Appendices/Further Reading**	
8.1	Appendix A: Change Project Lifecycle Process and Artefacts Presentation	
8.2	Appendix B: Change Lifecycle Documents & Governance V1.0 210126	

Prepared by:	Curtis Montgomery, Head of Portfolio Office
Sponsored by:	Andy Watt, Deputy Chief Officer, Sarah O'Donnell, Deputy Chief Officer
Presented by:	Curtis Montgomery, Head of Portfolio Office

Links to Strategy and Corporate Values

- Improving Performance: Our organisational performance, productivity and resilience continually improve

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Strategic Planning and Change Committee	*05 February 2026*	*For Scrutiny*

PORTFOLIO OFFICE

PROJECT CHANGE LIFECYCLE PROCESS

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SFRS Project Lifecycle Process

Background

In 2023, an internal audit of the strategic portfolio was undertaken to identify opportunities for improvement. At that time, the portfolio comprised 15 projects, and several key areas were highlighted, including the need for:

- Consistent governance arrangements

- Standardised documentation practices

- Robust assurance

- Clear and uniform reporting

- A consistent project lifecycle methodology

- Financial management

- Benefits management

- A method of prioritizing work

SFRS Project Lifecycle Process

Summary of Improvements to date

Following the review, it was agreed to enhance portfolio capabilities including changes to supporting processes, technology and systems, Management Information and supporting roles. These improvements included:

- **Governance and Assurance** - Consistent governance and assurance arrangements are now in place with the Change Portfolio Investment Group, Change Portfolio Progress Group and Design & Assurance Forum.

- **Systems** – A PPM System has been introduced hosting Plans, Reporting and RAID logs.

- **Project Reporting** – Standard Project reporting has been introduced.

- **Project Lifecycle** - A consistent four phase project lifecycle methodology has been introduced based on a standard industry approach.

- **Change Control** – A new Change Control (CR) process has been put in place to manage material changes via CPIG/CPPG.

- **Standardised documentation** – Standard core documentation practices have been introduced with the project framework.

- **Assurance Practices** - Stage-gate quality assurance has been introduced, managed through DAF.

- **Pipeline Management** - A new demand process has been introduced which links to the new Business case process.

- **Programme Management** – Programme Management standards and structures have been introduced based on the Managing Successful Programmes (MSP) methodology.

- **Financial reporting** – A standard report is produced monthly providing insights into financial performance.

- **Key Performance Indicators** - Performance KPIs have been introduced looking at performance against Time, Cost and Benefits.

- **Change Management** – Introduction of Change Management and Business Readiness Practices.

- **Definition of Change** – A first draft DoC has been developed setting out guidance indicating if a change is deemed as BAU, Continuous Improvement, Project, Programme and Portfolio levels of change.

- **Benefits** – A Benefits Management Toolkit has been developed and introduced to support development and delivery.

SFRS Project Lifecycle Process – Definition of Change

Definition of Change	Business as usual (BAU)	Continuous Improvement	Project	Programme	Portfolio / Transformation
Version 1.0	1	2	3	4	5
	1. Business as Usual (BAU) Activities – Not Formal Change **Definition**: BAU refers to a steady state i.e. ongoing, routine operations that sustain the organisation's core functions. These activities are repetitive, predictable, and managed within existing structures and governance. They do not typically require formal change governance or strategic oversight from a change board. **Deliverables**: Repetitive outputs such as standard services or operational tasks. **Governance**: Carried out within a function, in line with organisation policies and processes. **Assurance**: Managed within functional teams. **Scope**: Clearly understood and contained within a single area. **Insight**: BAU is the "steady state" of operations, distinct from change initiatives which are temporary and transformative. May follow defined procurement process. **SFRS Examples:** • Conducting a contract renewal for a system that will not be changed. • Purchasing a commodity such as office stationery via agreed procurement processes. • Refreshing a strategy.	**2. Continuous Improvement** **Definition**: Continuous Improvement is about making small, ongoing improvements to how things are done. Usually, these changes happen within a department and may follow a recognised improvement process such as LEAN. **Deliverables**: Singular improvements (e.g. updated system or process refinement). **Governance**: Usually contained within a Function but may include multiple areas as part of a temporary team or product group. **Assurance**: Departmental management with limited external oversight but could have a "quality lead". Aligned with DAF. **Scope**: Clearly defined and contained but may evolve slightly over time. **Insight**: Follows a defined method such as LEAN or Agile. **SFRS Examples:** • Streamlining the Whole-Time Firefighter Recruitment Process. • Improving Training Needs Analysis and Scheduling processes.	**3. Project** **Definition**: A project is a temporary piece of work with a clear goal, like delivering a new tool or service. It has a start and end date and is managed with formal processes and oversight. **Deliverables**: Singular, tangible outputs (e.g. a new system or facility). **Governance**: Project Board, Change Portfolio Progress Group (CPPG), and Change Portfolio Investment Group (CPIG). **Assurance**: Cross-organisational with a potential of external assurance (e.g. DAO, DSSS). **Scope**: Clearly understood with a specific output and timeline. **Insight**: Projects are unique, transient, and require dedicated management structures. Follows recognised change process such as PRINCE2. **SFRS Examples:** • Introducing new Rostering systems and processes for the organisation. • Building a new fire station to modernise facilities for staff and the community.	**4. Programme** **Definition**: A programme is a group of related projects managed together because they all help achieve bigger, strategic goals. Programmes are broader and more complex than single projects. **Deliverables**: Multiple, interrelated outputs contributing to strategic outcomes. **Governance**: Programme Board, CPPG, CPIG, Strategic Planning and Change Committee (SPCC). **Assurance**: Significant and regular assurance throughout the lifecycle. **Scope**: Expected to evolve, often complex and cross-functional. **Insight**: Programmes manage interdependencies and strategic alignment across multiple projects. Follows programme method such as Managing Successful Programmes (MSP). **SFRS Examples:** • Corporate Service Review, providing improvements to corporate support services. • Enabling Infrastructure, improving the infrastructure that supports SFRS across technology, assets and equipment.	**5. Portfolio** **Definition**: This is the big picture: managing all change activities (projects, programmes, improvements) across SFRS to make sure everything lines up with the organisation's strategy and resources are used wisely. **Deliverables**: Strategic oversight rather than direct outputs; ensures coherence across all change activities. **Governance**: Portfolio Office, supported by strategic committees and scoring matrices. **Scope**: Broadest scope, covering all change activity across the organisation. **Insight**: Anchors all change through a unified roadmap and prioritisation model. Follows defined methods such as Management of Portfolios (MoP). **SFRS Examples:** • Overseeing the entire SFRS transformation plan, including digital upgrades, estate improvements, and workforce development.

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SFRS Project Lifecycle Process

Phased approach
Business change approach

New Demand
Suggest the change

- Complete New Demand Form
- Submit New Demand Form to Portfolio
- Complete Impact Assessment with Portfolio Office
- **Portfolio Office submit New Demand and Impact Assessment to Design and Assurance Forum**

Key Artefacts:
- New Demand Form
- Impact Assessment

Intake
Define and agree the change

- Project Kick-Off and Portfolio Office Welcome
- Establish Project Governance
- Develop Outline Business Case
- **Submit OBC to Portfolio Office for consideration by CPIG**
- Procurement
- Update Business Case with procurement outcome (FBC)
- **Gate 1 – Approve FBC and Contract Award**

Key Artefacts:
- Project Board Terms of Reference
- High Level Requirements
- Business Case
- Plan for Next Stage
- RAID
- Benefits Toolkit
- Communication and Engagement Strategy

Planning
Plan the change

- Develop Project Dossier
- Develop detailed delivery plan
- Develop Resource plan
- Review and update:
  - Comms Plan
  - Benefits Plan
  - RAID Log
- **Project Board approve Plans and Dossier**
- **Gate 2 – Planning to Delivery**

Key Artefacts:
- Full Business Case
- Project Dossier
- Project Plan
- Communications Plan
- RAID
- Highlight Report

Delivery
Make the change

- Manage Project Delivery
- Go-Live and Business Readiness Checkpoint
- **Gate 3 – Delivery to Closure**

Key Artefacts:
- Business Case
- Project Plan
- Detailed Requirements
- Communications Plan
- Test Plan
- Operational Support Documents
- Business Readiness Plan

Closure
Assess Impact of the Change

- Hand Over to Business as Usual
- Lessons Learned
- Update Benefits Realisation Plan
- Project Closure Report
- **Project Board appvoed Closure Report**
- **Gate 4 - Closure**

Key Artefacts:
- Project Close Report
- Lessons Learned Log
- Benefits Realisation Plan
- Post Project Evaluation Report
- Benefits Realisation Report

Stage gate management

Standard documents

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SFRS Project Lifecycle Process – Further development

Project size and complexity

"T-Shirt Sizing" is being developed to provide guidance around different sizes of project and their associated governance and levels of documentation.

Project Sizing Definition and Metrics

Size	Unified Definition (Scope & Complexity, with Metrics)	Indicative Planned Duration	SFRS Example
XS	**Definition:** Single team/process; minimal change; low risk; no integrations; no regulatory impact. **Metrics:** 1 team, 1–2 stakeholders, 0 integrations, 0 regulatory dependencies.	Up to 8 weeks	
S	**Definition:** One department; small feature set; manageable risk; minor dependencies; limited integrations. **Metrics:** 1 department, up to 3 teams, 3–5 stakeholders, 1–2 integrations, minor regulatory impact.	Up to 6 months	
M	**Definition:** Multi-team; multiple process and/or systems; moderate features; customisation; several dependencies. **Metrics:** 3–5 teams, 6–10 stakeholders, 2–4 integrations, moderate regulatory impact.	Up to 16 months	
L	**Definition:** Organisation-wide; multiple integrations; multiple process and/or systems; high dependency chain; safety-critical. **Metrics:** 6+ teams, 10–20 stakeholders, 5+ integrations, significant regulatory impact.	Up to 36 months	Rostering
XL	**Definition:** Enterprise/platform replacement; new/unproven technology; multiple process and/or systems; complex stakeholder landscape. **Metrics:** Cross-organisation, 20+ stakeholders, 10+ integrations, major regulatory impact, high risk.	Up to 48 months	New Mobilising System Project

Fig 1 – DRAFT Sizing definition XS, S, M. L, XL

Core Resourcing

Role	Description	XS	S	M	L	XL
Project Manager	Leads the project, responsible for delivery, planning, and coordination.	0.1–0.2	0.2–0.4	0.8–1.0	1.0–2.0	1.0–2.0
Assistant Project Manager	Supports the Project Manager with planning and administration.	0	0.1	0.2–0.4	0.4–0.8	0.6–1.0
Project Officer	Provides project support, documentation, and reporting.	0	0.1	0.2–0.4	0.4–0.6	0.6–1.0
Business Analyst	Gathers and analyses business requirements and processes.	0.1	0.2–0.4	0.5–0.8	0.8–1.0	1.0–1.5
Business Architect	Designs business structures and ensures alignment with strategy.	0	0.1	0.2–0.4	0.4–0.6	0.6–1.0
Business Change & Implementation Lead	Manages change activities and ensures successful implementation.	0	0.1	0.2–0.4	0.4–0.6	0.6–1.0
Communications & Engagement Lead	Develops and delivers communication and engagement plans.	0	0.1	0.2–0.3	0.3–0.5	0.5–0.8
Procurement Lead	Manages procurement processes and supplier engagement.	0	0	0.1–0.2	0.2–0.3	0.3–0.5
Finance Lead	Oversees financial planning, budgeting, and reporting.	0	0	0.1–0.2	0.2–0.3	0.3–0.5
DaTS Technical Lead	Leads technical solution design and delivery (Data & Tech Services).	0	0.1	0.2–0.4	0.4–0.6	0.6–1.0
DaTS Project Manager	Manages technical project delivery (Data & Tech Services).	0	0.1	0.2–0.4	0.4–0.6	0.6–1.0

Fig 2 – DRAFT Core Resourcing

Governance Approach

Size	Governance Route	Gate Cadence
XS*	1. Design & Assurance Forum; 2. Programme Board (No Project Board); 3. CPPG	Intake; Close
S*	1. Design & Assurance Forum; 2. Programme Board (No Project Board); 3. CPPG	Intake; Close
M	1. Design & Assurance Forum; 2. Project Board; 3. Programme Board; 4. CPIG; 5. CPPG;	Intake+ Planning + Delivery + Close
L	1. Design & Assurance Forum; 2. Project Board; 3. Programme Board; 4. CPIG; 5. CPPG; 6. SPCC;	Intake+ Planning + Delivery + Close
XL	1. Design & Assurance Forum; 2. Project Board; 3. Programme Board; 4. CPIG; 5. CPPG; 6. SPCC;	Intake+ Planning + Delivery + Close

Fig 3 – DRAFT Governance based on size

Artefact Checklist

Phase	Artefact	XS	S	M	L	XL
Intake	Business Case Guidance	✔	✔	✔	✔	✔
Intake	New Demand	✔	✔	✔	✔	✔
Intake	Impact Analysis	✔	✔	✔	✔	✔
Intake	Outline Business Case	N/A	✔	✔	✔	✔
Intake	RAID (in PPM System)	Outline	✔	✔	✔	✔
Intake	Solution Design Options / Options Appra	Outline	Outline	✔	✔	✔
Intake	High Level Requirements	✔	✔	✔	✔	✔
Intake	Project Brief	✔	✔	✔	✔	✔
Intake	As-Is and To-Be Design	N/A	Outline	✔	✔	✔
Intake	Resource Plan	N/A	Outline	✔	✔	✔
Intake	Plan for next stage	✔	Outline	✔	✔	✔
Intake	Benefits Profiles	Outline	Outline	✔	✔	✔
Intake	Stakeholder Analysis / Stakeholder Map	Outline	Outline	✔	✔	✔
Intake	Architectural Impact Assessment	Outline	Outline	✔	✔	✔
Intake	Terms of Reference (Governance Board)	N/A	N/A	✔	✔	✔
Planning	Project Dossier (PID)	N/A	✔	✔	✔	✔
Planning	Baseline Delivery Plan	Outline	Outline	✔	✔	✔
Planning	Quality Plan	N/A	N/A	✔	✔	✔
Planning	Business Requirements	Outline	Outline	✔	✔	✔
Planning	Benefits Milestone Plan	N/A	N/A	✔	✔	✔
Planning	Comms & Engagement Plan	Outline	Outline	✔	✔	✔
Planning	HM Treasury Business Case (5 case model)	N/A	N/A	N/A	✔	✔

Fig 4 – DRAFT Documentation based on size

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SCOTTISH FIRE AND RESCUE SERVICE
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Questions

This document provides a structured overview of the core documents required at each stage of the Change Lifecycle. It details the purpose and content of each document, such as business cases, impact analyses, requirements, plans, and closure reports. For each document, the summary identifies the relevant governance & assurance forums such as the Design & Assurance Forum, Project Board, Programme Board, and Strategic Planning & Change Committee.

Pipeline

Ref	RACI	Core Template	Document Link	Description	Functional Governance	Design & Assurance Forum	CPIG	CPPG	Project Board	Programme Board	Strategic Planning & Change Committee
1		Business Case Guidance	Business Case Guide	Business Case Guidance refers to a structured set of principles, processes, and templates that organisations use to develop, review, and approve business cases for projects, programmes, or initiatives. Its purpose is to ensure that proposals are justified, prioritised, and aligned with organisational strategy, available resources, and governance standards.	✓						
2		New Demand	New Demand Template	The initial request or proposal for a new change initiative. Captures basic details such as purpose, scope and alignment to strategy. Used to log and prioritise new ideas in the portfolio pipeline.	✓						

Phase 1: Intake Phase

Ref	RACI	Core Template	Document Link	Description	Functional Governance	Design & Assurance Forum	CPIG	CPPG	Project Board	Programme Board	Strategic Planning & Change Committee
1	Programme or Project Manager (R), SRO (A).	New Demand	New Demand Template	The initial request or proposal for a new change initiative. Captures basic details such as purpose, scope and alignment to strategy. Used to log and prioritise new ideas in the portfolio pipeline.		✓	✓			!	
2	Programme or Project Manager (R), SRO (A).	Impact Analysis	a2 Impact Analysis Template v4.xlsx	Conducted in parallel with the New Demand Form. Evaluates the breadth and depth of impact across: a. Users and business areas b. Processes and technology c. Dependencies and risks d. Organisational strategies and architecture Completed collaboratively with the Portfolio Office and relevant stakeholders.		✓	✓			!	
3	Programme or Project Manager (R), SRO (A).	Outline Business Case	Outline Business Case Template v1.0 .docx	An outline case for change is a foundational document used to justify and initiate a proposed change within an organisation. It sets out the rationale, context, and anticipated benefits of the change before detailed planning or execution begins.	✓	✓			✓	✓	✓
4	Programme or Project Manager (R), SRO (A).	RAID	Held in the Wrike system	A structured log for tracking Risks, Assumptions, Issues, and Dependencies throughout the lifecycle of a project or programme. It ensures visibility and proactive management of uncertainties and constraints.					✓		✓
5	Programme or Project Manager (R), SRO (A).	Solution Design Options / Options Appraisal	No set template, consult with Business Architecture on best practice	Solution Design Options / Options Appraisal A document that outlines alternative solutions to meet the business need, evaluates each option against criteria (cost, risk, benefits, feasibility), and recommends a preferred approach.	✓				✓		
6	Programme or Project Manager (R), SRO (A).	High Level Requirements	Business Requirements Template.xlsx	A summary of the essential business needs and functional expectations for the solution. Provides enough detail to guide design without going into technical specifications.	✓				✓		
7	Programme or Project Manager (R), SRO (A).	Project Brief	PortfolioOffice-ProjectBriefTemplate20210521.docx	A concise document that defines the project's purpose, objectives, scope, deliverables, governance, and key stakeholders. Serves as the foundation for planning and approval.				✓	✓	✓	
8	Programme or Project Manager (R), SRO (A).	"As is" and "To be" Design	Project Managers / Business Architecture to complete this, no template available	As Is: Current state of processes, systems, and organisational structures. To Be: Future state after the change is implemented. Used to identify gaps and plan transition activities.	✓				✓		
9	Programme or Project Manager (R), SRO (A).	Resource Plan	In development	Details the people, skills, time, and financial resources needed to deliver the project or programme, including internal and external dependencies.				✓	✓	✓	
10	Programme or Project Manager (R), SRO (A).	Plan for next stage	Held in the Wrike system	A short-term plan outlining activities, milestones, and deliverables for the upcoming phase of the project, ensuring readiness for execution.				✓	✓	✓	
11	Programme or Project Manager (R), SRO (A).	Benefits Profiles	BenefitProfile20231120.docx	Defines each expected benefit, including description, owner, measurement method, baseline, and target values. Supports benefits realisation tracking.	✓	✓			✓	✓	✓
12	Programme or Project Manager (R), SRO (A).	Stakeholder Analysis / Stakeholder Map	Stakeholder Analysis.xlsx	Identifies individuals and groups impacted by or influencing the change, assesses their interest and influence, and informs engagement strategies.					✓		
13	Programme or Project Manager (R), SRO (A).	Architectural Impact Assessment	Impact Assessment Template.docx	Evaluates how the proposed change will affect the organisation's technical architecture, including systems, integrations, security, and compliance.	✓				✓	!	
14	Programme or Project Manager (R), SRO (A).	Terms of Reference (Governance Board)	ExecutiveBoardSubGroupTORTemplate.dotx	Sets out the purpose, scope, membership, roles, responsibilities, and decision-making authority of a governance board (e.g., Project Board, Programme Board).					✓	✓	

Phase 2: Planning Phase

Ref	RACI	Core Template	Document Link	Description	Functional Governance	Design & Assurance Forum	CPIG	CPPG	Project Board	Programme Board	Strategic Planning & Change Committee
1	Programme or Project Manager (R), SRO (A).	Project Dossier	PortfolioOfficeProjectDossierTemplate20221019.docx	A Project Dossier, also known as a Project Initiation Document (PID), is the central reference point for a project. It brings together all the key information needed to define, govern, and deliver the project successfully. It typically includes: Project Definition – objectives, scope, deliverables, and success criteria. Governance and Roles – who is accountable, responsible, and involved. Plans and Controls – baseline delivery plan, quality plan, RAID log, communication plan, and resource requirements. Business Case Summary – justification, benefits, and alignment with organisational strategy. Essentially, the PID acts as the authorised framework for the project, ensuring clarity, accountability, and control from initiation through delivery.				✓	✓	✓	✓

#	Role	Deliverable	Template / Location	Description							
2	Programme or Project Manager (R), SRO (A).	Baseline Delivery Plan	Held in the Wrike system	The initial, approved schedule and resource plan for delivering the project. It sets out milestones, timelines, dependencies, and resource allocations against which progress and performance will be measured.		✔		✔	✔		
3	Programme or Project Manager (R), SRO (A).	Quality Plan	QualityPlanTemplate20220512.docx	A document that defines quality standards, assurance activities, and control measures for the project. It outlines how deliverables will meet agreed specifications and compliance requirements, including roles responsible for quality checks.		✔			✔	✔	
4	Programme or Project Manager (R), SRO (A).	Updated RAID	Held in the Wrike system	A structured log for tracking Risks, Assumptions, Issues, and Dependencies throughout the lifecycle of a project or programme. It ensures visibility and proactive management of uncertainties and constraints.					✔		✔
5	Programme or Project Manager (R), SRO (A).	Updated Solution Design	No standard template	A refined version of the initial solution design, incorporating feedback, technical specifications, and any changes identified during planning or early delivery phases. It ensures the solution remains fit for purpose and aligned with requirements.		✔			✔		
6	Programme or Project Manager (R), SRO (A).	Business Requirements	Business Requirements Template.xlsx	A structured list of functional and non-functional requirements that the solution must meet. These requirements are gathered from stakeholders and form the basis for design, development, and testing.		✔			✔		
7	Programme or Project Manager (R), SRO (A).	Benefits Milestone Plan	Benefits_Management_Toolkit.xlsx	A schedule that maps when and how expected benefits will be realised. It links benefits to project deliverables and organisational objectives, providing checkpoints for benefits tracking and reporting.	✔	✔	✔	✔	✔	✔	✔
8	Programme or Project Manager (R), SRO (A).	Comms & Engagement Plan	Consult Comms & Engagement team	A plan detailing how stakeholders will be informed, consulted, and engaged throughout the project. It includes communication channels, frequency, key messages, and responsibilities to ensure transparency and buy-in.					✔		
9	Programme or Project Manager (R), SRO (A).	HM Treasury Business Case (5 case model)	a5 Full Business Case Template.doc	A Five Case Model business case (as set out in the UK Treasury Green Book) is a structured approach for justifying investment decisions. It covers five dimensions: Strategic Case (why the change is needed and its alignment with policy), Economic Case (options appraisal and value for money), Commercial Case (procurement and contractual arrangements), Financial Case (affordability and funding), and Management Case (delivery, governance, and risk). Together, these cases ensure the proposal is viable, affordable, and achievable while delivering measurable benefits		✔	✔		✔	✔	✔
10	Programme or Project Manager (R), SRO (A).	Change Impact Assessment	Change Impact Assessment - Template.xlsx	A document to summarise the As-Is and To-Be process maps, and list the resulting changes that users will be required to make for the new ways of working to be adopted. The changes are described and mitigations sought where appropriate, including specifying Change Champions to support user groups where resistance is perceived.		✔			✔		

Phase 3: Delivery Phase

#	Role	Deliverable	Template / Location	Description							
1	Programme or Project Manager (R), SRO (A).	Implementation Readiness Checklist	Implementation Readiness Checklist.xlsx	A set of activities and checks to ensure the organisation, systems, and people are prepared for the change or solution to go live. It covers training, process updates, data migration, and readiness assessments.	✔	✔		✔	✔		
2	Programme or Project Manager (R), SRO (A).	Implementation Strategy	Implementation Strategy - Business Readiness - Template.docx	A document outlining the scope, approach, reporting, and schedule for Implementation. It details how the products will be released to users, and how the project will track and report on activities to ensure readiness.		✔			✔		
3	Programme or Project Manager (R), SRO (A).	Test Plan	Test Strategy Template.docx	A document outlining the scope, approach, resources, and schedule for testing. It defines what will be tested, how it will be tested, and the criteria for success to ensure the solution meets requirements.		✔			✔		
4	Programme or Project Manager (R), SRO (A).	Business Continuity Plan	Held in the Wrike system	A plan detailing how critical business operations will continue during and after a disruption. It includes recovery strategies, roles, and procedures to minimise downtime and maintain essential services.	✔	✔			✔		
5	Programme or Project Manager (R), SRO (A).	Operational Support Documentation	No template, please refer to the Implementation Readiness Checklist	Guides and reference materials for support teams to maintain and troubleshoot the solution post-implementation. Includes processes, escalation paths, and technical details.	✔	✔			✔		
6	Programme or Project Manager (R), SRO (A).	Implementation Plan	Held in the Wrike system	A detailed schedule and roadmap for deploying the solution into the live environment. It includes tasks, dependencies, resources, and timelines for a smooth transition.		✔		✔	✔	✔	
7	Programme or Project Manager (R), SRO (A).	Detailed Business Requirements	Sample for Rostering Project -Rostering - Requirement Traceability Matrix v0.2.xlsx	A comprehensive specification of functional and non-functional requirements gathered from stakeholders. These form the basis for design, development, and testing.		✔			✔		
8	Programme or Project Manager (R), SRO (A).	UAT Log of results / Testing Completion Report	Test Completion Report.docx	A record of User Acceptance Testing outcomes, including test cases executed, results, defects, and sign-off confirmation that the solution meets business needs.		✔			✔		
9	Programme or Project Manager (R), SRO (A).	Benefits Realisation Plan / Tracker	Benefits_Management_Toolkit.xlsx	A tool or document that tracks when and how expected benefits will be achieved. It links benefits to milestones and provides a mechanism for monitoring and reporting progress.	✔	✔	✔		✔		✔
10	Programme or Project Manager (R), SRO (A).	Updated Comms & Engagement Plan	20240419CommunicationPlan.odt	A detailed plan for informing and engaging stakeholders throughout the project delivery phase. It defines key messages, channels, timing, and responsibilities to ensure transparency and buy-in.					✔		

Phase 4: Closure Phase

#	Role	Deliverable	Template / Location	Description							
1	Programme or Project Manager (R), SRO (A).	Lessons Learned Log	Lessons_Learned_Template.xlsx	A record of insights, successes, and challenges encountered during the project. It captures what worked well and what could be improved, providing valuable input for future projects and organisational learning.	✔	✔	✔	✔	✔	✔	✔
2	Programme or Project Manager (R), SRO (A).	Closure Report	Project_Closing_Report_Template.docx	A formal document produced at the end of the project that summarises delivery against objectives, scope, budget, and timelines. It includes final status, outstanding issues, and confirmation that governance and handover requirements have been met.	✔	✔	✔	✔	✔	✔	✔
3	Programme or Project Manager (R), SRO (A).	Benefits realisation plan	Benefits_Management_Toolkit.xlsx	A structured plan that outlines how and when the expected benefits of the project will be achieved and measured. It includes benefit owners, milestones, and tracking mechanisms to ensure benefits are delivered post-implementation.	✔	✔	✔	✔	✔	✔	✔

STRATEGIC PLANNING AND CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
18 MARCH 2026 (Additional)	•		**Standing/Regular Reports** **General Reports** •		
14 MAY 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**	**Standing/Regular Reports** **Change** • Portfolio Summary Report **Planning/Strategy** • Draft 3 Year Delivery Plan **Finance** • Portfolio Finance and Performance Report **Risk** • Portfolio Risk Summary Report **Audit/Inspections** • HMFSI Audit and Inspection Action Plan Update **Risk Spotlight:** •	**Standing/Regular Reports**	**Standing/Regular Reports** **General Reports** • Committee Assurance Statement
		New Business •	**New Business** •	**New Business** •	**New Business** •

STRATEGIC PLANNING AND CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
6 AUGUST 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** **New Business** •	**Standing/Regular Reports** **Change** • Portfolio Summary Report **Planning/Strategy** • **Finance** • Portfolio Finance and Performance Report **Risk** • Portfolio Risk Summary Report **Audit/Inspections** • HMFSI Audit and Inspection Action Plan Update **Risk Spotlight:** • **New Business** •	**Standing/Regular Reports** **New Business**	**Standing/Regular Reports** **General Reports** • **New Business**
12 NOVEMBER 2026	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests	**Standing/Regular Reports** **General Reports** •	**Standing/Regular Reports** **Change** • Portfolio Summary Report **Planning/Strategy** •	**Standing/Regular Reports** **Change** • **General Reports** •	**Standing/Regular Reports** **Change** • **General Reports** •

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	• 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		**Finance** • Portfolio Finance and Performance Report **Risk** • Portfolio Risk Summary Report **Audit/Inspections** • HMFSI Audit and Inspection Action Plan Update **Risk Spotlight:** •		
		New Business •	**New Business** •	**New Business** •	**New Business** •
4 FEBRUARY 2027	• 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	**Standing/Regular Reports** **General Reports** •	**Standing/Regular Reports** **Change** • Portfolio Summary Report **Planning/Strategy** • **Finance** • Portfolio Finance and Performance Report **Risk** • Portfolio Risk Summary Report **Audit/Inspections**	**Standing/Regular Reports** **Change** • **General Reports** •	**Standing/Regular Reports** **Change** • **General Reports** •

STRATEGIC PLANNING AND CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
	• Review of Actions • Date of Next Meeting		• HMFSI Audit and Inspection Action Plan Update **Risk Spotlight:** •		
		New Business •	**New Business** •	**New Business** •	**New Business** •