



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

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

**THURSDAY 14 MAY 2026 @ 1000 HRS**

**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:**

*T O'Donnell*

5.1 Thursday 5 February 2026 (*attached*)

5.2 Thursday 16 April 2026 (*attached*)

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

**6 ACTION LOG (*attached*)**

*Board Support*

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

**7 COMMITTEE ASSURANCE STATEMENT (*attached*)**

*T O'Donnell*

The Committee is asked to approve the report.

**8 PLANNING/STRATEGY**

8.1 Long Term Vision – Refresh Proposal and Method Statement (*attached*)

*R Warren*

8.2 Local Plan Development Progress Update (*attached*)

*R Whetton*

*The Committee is asked to scrutinise these reports.*

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

**OFFICIAL**

**9 CHANGE**

9.1 Portfolio Progress Report (*attached*)

*C Montgomery*

*The Committee is asked to scrutinise this report.*

**10 FINANCE**

10.1 Portfolio Finance and Performance Report (*attached*)

*C Montgomery*

*The Committee is asked to scrutinise these reports.*

**11 COMMITTEE ROLLING FORWARD PLANNING**

*T O'Donnell*

11.1 Committee Forward Plan (*attached*)

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

**12 REVIEW OF ACTIONS**

*Board Support*

**13 DATE OF NEXT MEETING**

13.1 The next full public Committee meeting is scheduled to be held on Thursday 6 August 2026.

**PRIVATE SESSION**

**14 MINUTES OF PREVIOUS PRIVATE MEETING: 5 FEBRUARY 2026**  
(*attached*)

*T O'Donnell*

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

**15 PRIVATE ACTION LOG** (*attached*)

*Board Support*

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

**16 PEOPLE, PAYROLL, FINANCE CLOSURE REPORT** (*attached*)

*This report is for information only.*

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



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

**THURSDAY 5 FEBRUARY 2026 @ 1000HRS**

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

**PRESENT:**

Stuart Ballingall, Chair (SJB)  
Angiolina Foster (AF),  
Paul Stollard (PS)

Therese O'Donnell (TO'D)  
Tim Wright (TW)

**IN ATTENDANCE:**

Andy Watt (AW)	Deputy Chief Officer
Mark McAteer (MMcA)	Director of Strategic Planning, Performance and Communications
Deborah Stanfield (DS)	Interim Director of Finance and Contractual Services
Richard Whetton (RW)	Head of Governance, Strategy & Performance
Curtis Montgomery (CM)	Head of Portfolio Office
Heather Martin (HM)	Centre of Excellence Manager
Lynne McGeough (LMcG)	Head of Finance and Procurement (Item 17 only)
Lyndsey Gaja (LG)	Head of People (Item 17 only)
Paul McGovern (PMcG)	Programme Manager (Item 17 only)
Amanda Jamieson (AJ)	Snr. Business Analyst (SSRP) (Item 17 only)
Mhairi Wylie (MW)	Chair of SFRS Board
Christopher Casey (CC)	Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Margaret Kyle (MK)	Minutes

**OBSERVERS:**

None

**1 CHAIR'S WELCOME**

1.1 The Chair welcomed everyone to the first meeting of 2026 including those attending virtually via MS Teams.

**2 APOLOGIES FOR ABSENCE**

2.1 Sarah O'Donnell (SO'D), Deputy Chief Officer (Corporate Services)

**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: 6 NOVEMBER 2025**

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

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

**6 ACTION LOG**

- 6.1 The Committee considered the action log, noted the updates and agreed the closure of actions.

Action 8.1.5 Portfolio Summary Report (06/11/2026): The Chair requested further clarification in respect of position statements within the action log. CM explained this was due to considerations around coming out of contractual negotiations. Chair discussed the need for clarity and more narrative around project change requests and project closures, specifically clarifying why certain details are handled privately and the rationale for non-public disclosure.

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

**7 PLANNING /STRATEGY**

**7.1 SFRS Strategic and Financial Planning Process**

- 7.1.1 Long Term Business Plan - MMcA provided an overview on the 10-year planning horizon and the alignment of the project delivery phases with planning cycles. The planning structure flows from the Fire and Rescue Framework which establishes governance priorities and was expected to be revised after the upcoming election. The importance of revising the Fire and Rescue Framework and the Long Term Vision (LTV) was to reflect the current financial position and future priorities. The Service was at the midpoint of its current 10-year vision and review was underway involving sessions between the Strategic Leadership Team (SLT) and Heads of Function (HoF) with plans to bring refreshed vision to the Committee and Board later this year. The refreshed LTV would consider the Service's financial position and anticipated challenges over the next few years, aiming to maintain a clear "North Star" for strategic direction.

- 7.1.2 Three-year Delivery Plan - MMcA described three-year strategies serving as a delivery vehicle for the LTV and government priorities. Annual priorities were collectively agreed by Directors, and HoF with rolling considerations for years two and three, including investment requirements.

- 7.1.3 Medium Term Financial Strategy – This was closely aligned with strategic and delivery planning, providing a better basis for medium and long-term investment planning, even within an annual budget cycle.

- 7.1.4 Directorate Plans and Performance Management – Directorate Plans were being standardised to ensure alignment with overall Service priorities.

- 7.1.5 Performance Management Framework (PMF) - revised annually, with updated indicators and ensuring Board and Committee engagement.

- 7.1.6 MMcA outlined timelines for strategy, renewal and publication, confirming the next major strategy review was August 2026, emphasising the intention would be to bring the strategy, delivery plan, and financial plan together for Committee and Board review.

- 7.1.7 RW agreed that once the Annual Operating Plan (AOP) completed, it would return to the Committee for review prior to Board submission, ensuring the Committee had adequate input and oversight.

**ACTION: RW**

- 7.1.8 The Committee questioned why the strategy, three-year delivery plan, and medium-term financial plan were not developed as a single, integrated exercise with aligned timelines. There were concerns around “realism -v- idealism” which did not address the current realities, such as budget constraints associated with the Service Delivery Review (SDR). The Committee held the view that the strategy should better reflect the actual challenges facing the Service. The Committee expressed a strong preference to pause or adjust the planning process until there was clarity on how to cope with the budget situation and the SDR, as it was difficult to plan three years ahead without certainty on year one and noted that more detail on these efforts would be brought to the next Board Strategy Day session.
- 7.1.9 AW confirmed from April 2026, the Senior Management Board (SMB) would re-convene with HoF, jointly chaired by AW and SO'D, to regularly focus on aligning the three year delivery plan, financial plan and PMF, to support a more integrated approach across the organisation.
- 7.1.10 DS provided assurance that scenario planning and option development for strategy and three-year planning continued throughout the year - not limited to the formal planning timetable. DS emphasised the importance of maintaining a long-term strategic vision while assessing it against fiscal challenges, and clear roadmap for delivering and changing services within financial constraints.
- 7.1.11 The Committee sought clarity on the future Committee calendar, specifically how it aligns with Board meetings and planning milestones, so that members can provide input at the most strategic points. Committee also requested clearer narrative in public documents, particularly on sensitive issues such as firefighter safety, to ensure accuracy and avoid misinterpretation.
- 7.1.12 The Committee questioned whether they should be involved in all seven planning processes listed in section 3.1.12 within the Planning document, specifically suggesting that involvement in Local Fire and Rescue Plans and Service Directorate Strategies may not be appropriate and proposed the Committee's role should focus on higher level assurance rather than detailed involvement in operational detail.
- 7.1.13 Business plans were required to comply with Section 3.1.11 and Appendix B in order to adhere to integrated governance standards. The Committee suggested that firefighter safety should be clearly stated as a mandatory requirement, not simply a “nice to have” optional benefit.
- 7.1.14 The Committee further noted Appendix B refers to “low value” activity within Prevention, where “low cost” appears to be the correct intended meaning and stressed that precise language was essential in an integrated planning and budgeting context.
- 7.1.15 The Committee discussed convening an SPCC meeting in March 2026 as suggested in section 3.3.3 of the Financial Planning document. It was agreed in principle that the meeting would proceed if it could meaningfully add to the process. The Committee supported this, as long as there was sufficient time for feedback before presenting to the Board.
- ACTION: BST**
- 7.1.16 The Chair requested that the Strategic and Financial Planning paper be refreshed to reflect Committee feedback, including clearer alignment between the strategy, delivery plan, financial plan, and improvements in relation to process, language and real world challenges. The refreshed paper did not require further Committee discussion but should incorporate the requested changes for assurance purposes.
- ACTION: MMcA**

- 7.1.17 Following circulation of the updated Planning Process Report, the Chair requested a review of SPCC meeting dates to ensure alignment with Board scheduling and key planning milestones.

**ACTION: BST**

- 7.1.18 **The Committee scrutinised the report with assurance as limited.**

## **7.2 DEVELOPMENT OF LOCAL PLANS**

- 7.2.1 The Chair advised that during the recent Integrated Governance Forum (IGF) meeting, questions had been raised regarding the Local Fire and Rescue Plans, specifically whether the Service was receiving sufficient value from these plans given the substantial effort invested in their development.

- 7.2.2 RW explained that the development of Local Fire and Rescue Plans is a statutory obligation, intended to show how national priorities were implemented at local level and to reassure local partners of continued Service responsiveness. These plans must be regularly reviewed and updated to reflect both national strategies and local partnership priorities, noting that the Service was currently out of compliance due to delayed updates. RW described the development and consultation process, stressing the importance of local relevance and the significant effort from local teams. RW clarified that producing and delivering the plan fulfils the statutory duty, even if a local authority does not formally approve it.

- 7.2.3 The Committee raised concerns that updating Local Fire and Rescue Plans in areas affected by the SDR could create confusion or negative perceptions, suggesting plans in those areas might need to be delayed until SDR decisions were finalised to avoid overlap or conflict.

- 7.2.4 AW clarified Local Fire and Rescue Plans focus on outcomes for communities and should proceed independently of SDR decisions, acknowledging there may be challenges but viewing the two as separate processes. RW advised that LSOs were keen to progress and were aware of the potential challenges. Plans could still be prepared while awaiting SDR decisions.

- 7.2.5 The Committee emphasised that whilst Local Fire and Rescue Plans were valuable for demonstrating national respect for local needs, their true usefulness depends on the level of agency and empowerment felt by local staff to adapt and respond to local arrangements. AW agreed, noting the need to better articulate the contribution of local teams through their daily work, emphasising the role of leadership, staff development and providing appropriate tools which are critical in strengthening local ownership.

- 7.2.6 RW proposed providing the Committee with ongoing updates on progress, statutory compliance, and local partner engagement throughout the development and consultation process.

**ACTION: RW**

- 7.2.7 **The Committee scrutinised the report on the development of the Local Fire and Rescue Plans.**

- 7.2.8 *(The meeting broke at 1120hrs and reconvened at 1130hrs)*

## **8 CHANGE -**

### **8.1 Portfolio Summary Report**

- 8.1.1 HM presented the Committee with an overview of the Strategic Change Portfolio in the following areas - risk, interdependencies, costs and capacity to deliver.

- **Service Delivery Review programme** - timeline for decision now set, and work was ongoing to complete analysis.
- **Corporate Services Review** - marked Amber due to resource and funding challenges. Ongoing discussions around the development of the Outline Business Case (OBC) in relation to Corporate Business solutions.
- **Enabling Infrastructure Programme (EI)** - Integrated Command and Control System and payroll/availability modules for rostering were now successfully implemented; focus now shifts to computer aided dispatch (CAD) and also roster module. Delays have been experienced with user acceptance testing for the roster module which had dependency for the new mobilising system. The team were currently undertaking detailed planning for CAD and working closely with the rostering team to manage that risk. Change Request had been developed to address these issues, with details being finalised and close collaboration ongoing with the supplier and internal teams to minimise impact of delay. The Change Request will also confirm updated timelines for the roster module implementation.
- **Planning Risk** - Addressed in detail within the portfolio risk summary, focusing on the importance of having comprehensive plans that cover not just delivery schedules but also financial and communication plans, ensuring all are baselined for effective performance monitoring.
- **Resource and funding risk** - reflects the challenging budget situation, with ongoing discussions about how to deliver and fund change in future.
- **Portfolio risks and financial challenges** - actively monitored, with ongoing discussions about future, change, delivery and funding.

8.1.2 No specific new decisions or actions were recorded beyond continued monitoring, risk management, and assurance that delays and dependencies are being addressed.

8.1.3 CM confirmed six go-lives in respect of the rostering project, with payroll and availability now implemented nationally, marking the first national rollout for these modules. The current challenge was with the roster module, which involves complex crewing rules and some performance issues in development, but work was ongoing with the supplier to address these.

8.1.4 The Chair reflected on the contents of this paper, particularly his understanding on what "Closure of People, Payroll and Finance Project" means emphasising the importance not to lose sight of outcomes and ensure the topic is revisited when the Payroll PPF project is next discussed or reviewed.

8.1.5 **The Committee scrutinised the report with assurance as reasonable.**

## **9 PERFORMANCE – Curtis Montgomery**

### **9.1 Portfolio Finance and Performance Update**

9.1.1 CM summarised project costs and forecast for key programmes including Rostering, NMS, ESMCP and Corporate Service Review. Most projects are forecasting underspends against approved business cases, with explanations provided for variances (eg contingency not used, delayed supplier engagement, resource challenges).

- **Rostering Project:** under budget, with additional costs due to extended licensing and development work. The team were managing performance issues with the supplier and working on a Change Request for the roster module.
- **New Mobilising System:** Reporting significant underspend due to unused contingency and staffing efficiencies. Project on track, with dependencies on the computer-aided dispatch (CAD) component.

- **ESMCP:** This long-running project was funded in cycles by the UK government, with ongoing spend and dependencies on other systems.
- **Corporate Service Review:** Underspend was expected due to slower than planned Scottish Government engagement and project resourcing.
- **Service Delivery Review:** Reporting small overspend due to uniformed staff costs without allocated budget.
- **Benefits Realisation:** Projects are developing benefits realisation plans and toolkits, with ongoing alignment to business cases.
- **Risk and Assurance:** Red risks highlighted for enabling infrastructure (dependency management) and the impact of the financial position on the service delivery review. The committee noted some risk ratings may need to be revisited to reflect current realities.

9.1.2 The Committee questioned the relationship between the overall forecast underspend figure in paragraph 3.8.1 and the totals within table 3.8.2, noting discrepancy between the reported 2.51% underspend and calculation of just over 4%. The Committee requested clarification on how these figures relate and what the correct interpretation should be.

**ACTION: CM**

9.1.3 CM noted that the appliance withdrawal project would be removed from future reports.

9.1.4 **The Committee scrutinised the report with assurance as reasonable.**

## **10 RISK**

### **10.1 Portfolio Programmes Risk Summary Report**

10.1.1 HM presented the heat map of risks across portfolio programmes, highlighting red risks and noting each programme had control actions in place to manage risks and bring them in line with target impact and probability - further explaining the depth of planning was rated as red, especially given the financial position. This includes not just delivery schedules but also financial, communication, and other plans, with a focus on ensuring all were baselined for effective performance monitoring. Actions were being taken to develop and baseline plans for each initiative, as listed in the report.

10.1.2 The Committee expressed concern about the red risk for enabling infrastructure, specifically noting that the key issue was the potential lack of understanding of dependencies, and found the high probability rating for this risk alarming.

10.1.3 The Committee observed the risk rating for SFRS's emerging financial position required changes to the SDR and appeared surprisingly low given the current situation therefore suggested the risk rating should be considerably higher.

10.1.4 CM acknowledged the Committee's observations and would present feedback to the Programme Board for further discussion.

10.1.5 **The Committee scrutinised the report with assurance as reasonable.**

## **11 GENERAL REPORTS**

### **11.1 SFRS Project Lifecycle Report**

11.1.1 CM presented the Committee with an overview of the SFRS Lifecycle Project, highlighting recent developments to standardise governance, documentation, assurance, and reporting across the portfolio. The Lifecycle process aligned with Scottish Government standards. HM provided in depth explanation of the Project Lifecycle process, detailing its phases: new demand intake (where initiatives were identified and assessed), intake (defining change and developing business cases), planning (detailed delivery plans), delivery, and closure, emphasising the use of stage gates for assurance, with relevant documentation and reports reviewed at each stage by the Design and Assurance Forum.

11.1.2 The Committee questioned, if proportionality was being achieved, whether the lifecycle process could create excessive bureaucracy and slow down delivery, and urged urgent implementation of the "T-shirt sizing" model to tailor governance to project scale. Discussion arose around balance between rigor and agility, and whether the process supports timely and efficient project delivery.

11.1.3 The Committee requested feedback from staff using the process to ensure it is practical and enabling, not burdensome, and requested that the Portfolio Office engage with staff about their experiences with the process. CM acknowledged mixed views among staff, emphasising that the process was being adapted for proportionality through the "T-shirt sizing" model ensuring smaller projects were not overburdened, highlighting the Portfolio Office provides support and coaching to staff, and that the process is continually refined to balance rigor with agility. CM assured the Committee feedback from project teams was generally positive when support was available, but inexperienced staff may find the process challenging without guidance.

**ACTION CM**

11.1.4 HM explained the Lifecycle was designed to be flexible, with documentation and governance scaled to project size and complexity, confirming that only medium to large projects follow the full lifecycle, while smaller projects have lighter requirements. Both HM and CM stressed that the process was not final and would continue to be improved based on feedback and practical experience, aiming for the correct balance between control and efficiency.

11.1.5 **The Committee scrutinised the report.**

**12 COMMITTEE ROLLING FORWARD PLANNING**

**12.1 Committee Forward Plan**

12.1.1 The Committee considered and noted the Forward Plan.

**12.2 Items for Consideration at Future IGF, Board and Strategy Days Meetings**

12.2.1 No items were identified.

**13 REVIEW OF ACTIONS**

13.1 There were six formal actions recorded during the meeting.

**14 DATE OF NEXT MEETING.**

14.1 Prior to today's SPCC meeting, the decision was made to stand down the Special Private meeting scheduled for 18 Mach 2026, however, this decision remains subject to review.

14.2 The next full Public Committee meeting was scheduled for Thursday 14 May 2026.

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

*(The meeting broke at 1220 hrs and reconvened in private session at 1230hrs).*

**PRIVATE SESSION**

**15. MINUTE OF PREVIOUS PRIVATE MEETING: 6 NOVEMBER 2025**

15.1 The Committee approved the minute as an accurate record.

**16. PRIVATE ACTION LOG**

16.1 There were no outstanding actions.

**17. PEOPLE, PAYROLL, FINANCE UPDATE**

17.1 LMcG and LG presented the draft Outline Business Case (OBC) for Corporate Services Business Change; People and Finance to the Strategic Planning and Change Committee (SPCC) for scrutiny and feedback.

17.2 **The Committee scrutinised this report.**

DRAFT



## SPECIAL PUBLIC MEETING - STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 16 APRIL 2026 @ 1430 HRS

VIRTUAL (MS TEAMS)

### PRESENT:

Therese O'Donnell, Chair (TO'D)  
Angiolina Foster (AF)  
Paul Stollard (PS)

Tim Wright (TW)  
Stuart Ballingall (SJB)

### IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
Sarah O'Donnell (SO'D)	Deputy Chief Officer (Corporate Services)
Mark McAteer (MMcA)	Director of Governance, Strategy and Change
Deborah Stanfield (DS)	Interim Director of Finance, Digital and Infrastructure
Curtis Montgomery (CM)	Head of Strategy and Change
Richard Whetton (RW)	Head of Governance and Compliance
Mhairi Wylie (MW)	Chair of SFRS Board
Christopher Casey (CC)	Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Margaret Kyle (MK)	Minutes

### OBSERVERS:

None

### 1 CHAIR'S WELCOME

1.1 The Chair welcomed everyone to this Special Strategic Planning and Change Committee (SPCC) meeting and invited Board members to review and feedback upon firstly, Year 2 of the Three-Year Delivery Plan and then the 2027-28 Planning Schedule.

### 2 APOLOGIES FOR ABSENCE

2.1 Heather Martin, Centre of Excellence Manager

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

3.1 There were no items identified.

### 4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

### 5 PLANNING/STRATEGY

#### 5.1 Three Year Delivery Plan

5.1.1 MMcA presented the current draft of Year 2 of the Three-Year Strategic Delivery Plan explaining its development process ahead of submission to the Board for approval and reflected on a revised planning approach which had been introduced to better align strategy, change and financial planning. MMcA explained the initial priorities were

developed through Heads of Function Workshops in October 2025 and subsequently reviewed following budget approval, with the paper reflecting post budget re-prioritisation, however, the detailed milestones, resources and dependencies were still being finalised through the Strategic Leadership Team (SLT) and would be included in the final Board paper.

- 5.1.2 The Committee sought clarification as to why the Year Two plan must go to the Board and whether it was for information or approval. MMcA and RW confirmed that the plan was subject to Board approval as it was integral to delivering the organisation's strategy and noted that this aligned with standard governance requirements. The Committee also inquired whether the nine priorities set out in the plan were listed in order of prioritisation. MMcA clarified that the prioritisation exercise had been conducted with Heads of Function using the "must do, could do, should do" approach. The final list was not ranked and currently all nine actions were of equal importance to the Service for the year ahead.
- 5.1.3 In respect of the development and evolution of the Delivery Plan, MMcA explained it was developed through new integrated processes involving service planning, change and financial planning, with Heads of Function considering resourcing and interdependencies. The process included workshops, amendments and alignment with budget outcomes, resulting in a prioritised but evolving draft.
- 5.1.4 The Committee concerns focussed on the nine strategic priorities within Appendix A, the lack of prioritisation, resource allocation, budget, interdependencies, timelines, milestones, integration and Service Delivery Review (SDR) impact. The Committee held the view that the plan read as a list rather than an actionable plan and stressed that the final Board paper must link planning, change and finance and set out clear dates, durations and resource requirements. The Committee also questioned its own role in scrutinising the draft plan and agreed that, as presented, this paper could only be noted, not properly scrutinised or approved until tabled at Board for approval.
- 5.1.5 MMcA acknowledged these gaps and committed to providing a final version with milestones, resource requirements and clearer links to strategy and finance.  
**ACTION: MMcA**
- 5.1.6 MMcA, AW and DS offered reassurance to the Committee by explaining that the plan was a "live" document and that the final version would address the above issues when the Year 2 Plan was presented at the Board meeting on 30 April 2026.
- 5.1.7 The Committee discussed the implications of SDR decisions and budget constraints on the delivery plan, clarifying that while SDR outcomes were significant, the current plan was designed to be flexible and already accounted for known financial limitations.
- 5.1.8 AW commented on the timing of SDR decisions, noting that while SDR was important, most actions in the plan were expected to proceed regardless, with only minor adjustments anticipated post SDR. AW emphasised that the plan covers a five-year period and was structured to accommodate future Board decisions.
- 5.1.9 MMcA and AW explained the plan reflected the outcome of recent budget negotiations, with some initiatives being deferred due to resource limitations. DS confirmed all actions within the plan were funded within the 2026-27 budget, and that the plan would be updated to show how budget reductions had shaped priorities.
- 5.1.10 The Committee noted that Appendix A was out of date and did not support meaningful scrutiny, as they were unable to assess alignment between the Strategy, the action plan and the budget. The Committee further noted that, in the absence of current and sufficiently detailed information, they could only note the paper rather than scrutinise it and suggested that this limitation be formally recorded in the meeting outcome.

5.1.11 DS advised that Finance had worked closely with Strategic Planning and that the breakdown and approved budget amounts to fund these planned activities exist. DS acknowledged that the Appendix needed to be updated and better linked to the main paper. DS committed to ensuring the information was appropriately detailed for the Board paper in April.

5.1.12 The Committee sought assurance that this paper would be fully formed for Board approval, including narrative on SDR, explicit acknowledgement of budget uncertainties, prioritisation, timelines, and resource details. MMcA and DS confirmed these elements would be included within the final Board paper and the Committee agreed on a more robust and actionable plan.

**ACTION: MMcA/DS**

5.1.13 The Committee requested the inclusion of paragraphs within the Board paper addressing the implications of SDR and the uncertainty of future budget settlements and explicitly stating the uncertainty of future budget settlements with Scottish Government.

**ACTION: MMcA**

5.1.14 MMcA outlined the revised planning process for 2027-28 would start earlier to allow more time for budget and strategic alignment, with workshops and gap analysis scheduled.

5.1.15 The Committee raised concerns about the lengthy, layered process, suggesting that it should be streamlined and more efficient to avoid delays to ensure it remains relevant in a dynamic environment.

5.1.16 There was consensus to review and simplify the Planning Schedule, condense timelines, and ensure Committee meetings align with planning needs to avoid unnecessary delays.

**ACTION: MMcA**

5.1.17 DS explained the elongated timeline this year was due to the late budget announcement and significant re-work required. DS emphasised that planning and alignment across strategic planning, finance and change was underway, and that future iterations would be quicker and more efficient, with efforts to co-ordinate Committee meeting timings to avoid unnecessary delays. DS agreed to follow up with Scottish Government for indicative dates for budget submissions to better align planning timelines.

**ACTION: DS**

5.1.18 The Committee acknowledged DS's point and added that the 2027–28 Planning Schedule should be condensed to be more concise, dynamic and less time-consuming, incorporating lessons learned and adjusting Committee meeting timings to avoid delay, with close co-ordination between Committee Support and Governance, Strategy and Change teams.

5.1.9 **The Committee noted the report.**

## **6 REVIEW OF ACTIONS**

6.1 Three formal actions were recorded during the meeting.

## **7. DATE OF NEXT MEETING.**

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

7.2 There being no further matters to discuss, this Special Public meeting closed at 1510 hrs.

## STRATEGIC PLANNING AND CHANGE COMMITTEE – ROLLING ACTION LOG



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**  
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### Background and Purpose

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

The status of Actions are categorised as follows:

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

### Actions/recommendations

Currently the rolling action log contains 12 actions. A total of 9 of these actions have been completed.

The Committee is therefore asked to approve the removal of the 9 actions noted as completed (Blue status), note 2 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: 5 February 2026						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.1.7	<b>SFRS Strategic and Financial Planning Process:</b> RW agreed once Annual Operating Plan (AOP) completed, it would return to the Committee for review prior to Board submission, ensuring Committee has adequate input and oversight.	RW	May 2026		May 2026	<b>Closed (14/05/2026):</b> It was not possible to arrange a meeting in March due to availability, a special meeting was held on the 16 April to look at priorities following SLT decision. A full report went to Board on 30 April.
7.1.15	<b>SFRS Strategic and Financial Planning Process:</b> The Committee discussed convening SPCC meeting in March 2026 as suggested in section 3.3.3 of Financial Planning document. It was agreed in principle that the meeting would proceed if it could meaningfully add to the process. The Committee supported arranging, as long as there was enough time for comments before presenting to the Board.	BST	May 2026			<b>Update (14/05/2026):</b> Currently on hold until the 2026/27 financial position was clarified.
7.1.16	<b>SFRS Strategic and Financial Planning Process:</b> Strategic and Financial Planning paper to be refreshed to reflect Committee feedback, including clearer alignment between the strategy, delivery plan, financial plan, and improvements in relation to process, language and real world challenges. The refreshed paper does not require further Committee discussion but should incorporate the requested changes for assurance purposes.	MMcA	May 2026		May 2026	<b>Complete (14/05/2026):</b> The Strategic and Financial Planning paper has been refreshed to reflect Committee feedback, including clearer alignment between the strategy, delivery plan, financial plan, and improvements in relation to process, language and real world challenges. Going forward, the points raised around language and the need to address real-world challenges will be included in our strategic documents. This can be

						<p>exampled in the Three-Year Plan 2026/27, which includes a section on Financial Context and Challenges.</p>
7.1.17	<p><b>SFRS Strategic and Financial Planning Process:</b> Following circulation of the updated Planning Process Report, the Chair requested review of SPCC meeting dates to ensure alignment with Board scheduling and key planning milestones.</p>	BST	May 2026		May 2026	<p><b>Complete (14/05/2026):</b> The planning cycle is aligned to reporting data and is designed to ensure early sight of key planning milestones, where required special meetings can be utilised to enhance this. Meeting dates are set to facilitate this and to allow for adequate resourcing of Board and Committee meetings, however this is kept under continuous review.</p>
7.2.6	<p><b>Development of Local Plans:</b> RW proposed providing Committee with ongoing updates on progress, statutory compliance, and local partner engagement throughout the development and consultation process.</p>	RW	May 2026			<p><b>Update (14/05/2026):</b> Work is ongoing on the development of local plans, this is at an early stage, and further updates will be provided in due course.</p>
9.1.2	<p><b>Portfolio Finance and Performance Update:</b> The Committee questioned the relationship between the overall forecast underspend figure in paragraph 3.8.1 and the totals within table 3.8.2, noting discrepancy between the reported 2.51% underspend and calculation of just over 4%. The Committee requested clarification on how these figures relate and what the correct interpretation should be.</p>	CM	May 2026		April 2026	<p><b>Complete (14/05/2026):</b> The figures in the previous report contain a typographic error and the report narrative should have been updated to present 4.03%, matching the figure presented in the table below.</p>
11.1.3	<p><b>SFRS Project Lifecycle Report:</b> The Committee requested feedback from staff using the process to ensure it is practical and enabling, not burdensome, and requested that the Portfolio Office engage with staff about their experiences with the process.</p>	CM	May 2026			<p><b>Update (14/05/2026):</b> A short life working group drawn predominantly from Strategy and Change has begun targeted engagement to identify opportunities to streamline and improve the Change Lifecycle. The group also has representation</p>

						from Ops to ensure any future ways of working are aligned with expectations from operational colleagues. A feedback survey has been issued across the Directorate, DaTs and all of the SLT to capture pain points, with 20 detailed responses received to date. The group will review this feedback at its next meeting to inform further discussion, with a full set of recommendations expected by July
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Committee Meeting: 16 April 2026 (Special)						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
5.1.6	<b>Three Year Delivery Plan:</b> MMcA acknowledged these gaps and committed to providing a final version with milestones, resource requirements and clearer links to strategy and finance.	MMcA	May 2026		April 2026	<b>Complete (14/05/2026):</b> The 3 Year Delivery Plan was approved by the Board on 30/04/2026. Propose to close action.
5.1.12	<b>Three Year Delivery Plan:</b> The Committee sought assurance that this paper would be fully formed for Board approval, including narrative on SDR, explicit acknowledgement of budget uncertainties, prioritisation, timelines, and resource details. MMcA and DS confirmed these elements would be included within the final Board paper and the Committee agreed on a more robust and actionable plan.	MMcA/ DS	May 2026		April 2026	<b>Complete (14/05/2026):</b> The 3 Year Delivery Plan was approved by the Board on 30/04/2026. Propose to close action.
5.1.13	<b>Three Year Delivery Plan:</b> The Committee requested the inclusion of paragraphs within Board paper addressing the implications of SDR and the uncertainty of future budget	MMcA	May 2026		April 2026	<b>Complete (14/05/2026):</b> The 3 Year Delivery Plan was approved by the Board on 30/04/2026. Propose to close action.

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	settlements and explicitly stating the uncertainty of future budget settlements with Scottish Government.					
5.1.16	<b>Three Year Delivery Plan:</b> There was consensus to review and simplify the Planning Schedule, condense timelines, and ensure Committee meetings align with planning needs to avoid unnecessary delays.	MMcA	May 2026		May 2026	<b>Complete (14/05/2026):</b> This action is aligned to action 7.1.17 (5 February 2026). An update has been provided which covers both actions
5.1.17	<b>Three Year Delivery Plan:</b> DS agreed to follow up with the Scottish Government for indicative dates for budget submissions to better align planning timelines.	DS	May 2026		May 2026	<b>Complete (14/05/2026):</b> Engagement with Scottish Government confirms typical timeline of December Draft Budget with commissions from July/August, noting potential variability. This provides a sufficient planning assumption for SFRS.

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



Report No: C/SPCC/08-26

Agenda Item: 7

<b>Report to:</b>	<b>STRATEGIC PLANNING AND CHANGE COMMITTEE</b>							
<b>Meeting Date:</b>	<b>14 MAY 2026</b>							
<b>Report Title:</b>	<b>COMMITTEE STATEMENT OF ASSURANCE 2025/26</b>							
<b>Report Classification:</b>	<b>For Decision</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<a href="#"><u>A</u></a>	<a href="#"><u>B</u></a>	<a href="#"><u>C</u></a>	<a href="#"><u>D</u></a>	<a href="#"><u>E</u></a>	<a href="#"><u>F</u></a>	<a href="#"><u>G</u></a>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to present the annual Statement of Assurance 2025/26 for the Strategic Planning and Change Committee (SPCC), outlining evidence of how the Committee supports the effective functioning of the Board.							
<b>2</b>	<b>Background</b>							
2.1	The Statement of Assurance was introduced to support the Board's overall approach to reviewing the effectiveness of its Committee operating structure, and further to this, feeds into the Service's Annual Governance Statement. The statement has evolved from previous Value Added Statements, in line with best practice, as outlined within the Scottish Fire and Rescue Service (SFRS) Good Governance Framework.							
<b>3</b>	<b>Main Report/Detail</b>							
3.1	A paper outlining the review of governance arrangements for the Board and its Committees was approved at its meeting on 30 April 2026.							
3.2	The Annual Statement of Assurance of this Committee will be appended to the subsequent paper relating to the SFRS Annual Governance Statement which will, thereafter, form part of the SFRS Annual Report and Accounts.							
3.3	Further information on the effectiveness of the Board and its Committees during the year of 2025/26 will be reported to the SFRS Board in August 2026.							
<b>4</b>	<b>Recommendation</b>							
4.1	The Committee is requested to approve the contents of the Annual Statement of Assurance 2025/26 as set out in Appendix A and provide feedback as necessary.							
<b>5</b>	<b>Key Strategic Implications</b>							
5.1	<b>Risk Appetite and Alignment to Risk Register</b>							
5.1.1	The Annual Statement of Assurance forms a key part of the Service's Assurance Framework, for which the risk appetite currently sits as Cautious and supports the mitigation of governance risk recorded within the corporate risk register.							

5.2 5.2.1	<b>Financial</b> The SPCC scrutinises and seeks assurance in relation to the planned levels of investment and anticipated benefits across the change portfolio within approved budgets, including the appropriate application of financial management practices throughout the delivery of change.
5.3 5.3.1	<b>Environmental &amp; Sustainability</b> There are no environmental and sustainability implications arising from this report.
5.4 5.4.1	<b>Workforce</b> The SPCC reviews programme plans and project dossiers that relate to the workforce.
5.5 5.5.1	<b>Health &amp; Safety</b> This report highlights the strategic change and major projects contribution towards improving the Health & Safety of all staff.
5.6 5.6.1	<b>Health &amp; Wellbeing</b> There are no Health & Wellbeing implications arising from this report.
5.7 5.7.1	<b>Training</b> There are no training implications arising from this report.
5.8 5.8.1	<b>Timing</b> This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2025/26.
5.9 5.9.1	<b>Performance</b> Information contained within this report deems that there are no significant gaps in the performance of the SPCC.
5.10 5.10.1	<b>Communications &amp; Engagement</b> This report provides an opportunity for SPCC members to review the contents and provide feedback prior to its submission to the Board on the arrangements for reviewing the effectiveness of the Board and its Committees.
5.11 5.11.1	<b>Legal</b> Production of this report is consistent with SFRS Committee arrangements and generally accepted principles of good corporate governance as described in the SFRS Good Governance Framework.
5.12 5.12.1	<b>Information Governance</b> DPIA completed Yes/No. No DPIA was required for this paper as it contains no personal information.
5.13 5.13.1	<b>Equalities</b> EHRIA completed Yes/No. If not applicable state reasons. Covered by the SFRS Corporate Governance Arrangements 2026 EHRIA.
5.14 5.14.1	<b>Service Delivery</b> There are no Service Delivery implications arising from this report.
5.15 5.15.1	<b>Prevention</b> There are no direct prevention implications arising from this report.

<b>6</b>	<b>Core Brief</b>		
6.1	Not applicable.		
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>		
7.1	<b>Director:</b>	Richard Whetton, Head of Governance and Compliance	
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/ <b>Reasonable</b> /Limited/Insufficient	
7.3	<b>Rationale:</b>	Effective governance arrangements relating to the Board and its Committees have been embedded in SFRS governance structures for a substantial number of years and are reviewed regularly. The annual Statement of Assurance allows for the Committee to outline evidence of its effectiveness.	
<b>8</b>	<b>Appendices/Further Reading</b>		
8.1	Appendix A – Strategic Planning and Change Committee Annual Statement of Assurance 2025/26		
<b>Prepared by:</b>		Group Commander Chris Casey, Board Support Manager / Heather Greig, Board Support Executive Officer	
<b>Sponsored by:</b>		Therese O'Donnell, Chair – Strategic Planning and Change Committee	
<b>Presented by:</b>		Therese O'Donnell, Chair – Strategic Planning and Change Committee	
<b>Links to Strategy and Corporate Values</b>			
This paper supports delivery of the SFRS Strategy 2025–28, particularly Outcome 4 on organisational performance and resilience, by strengthening the governance frameworks that enable effective leadership, scrutiny, and accountability. The annual statement of assurance reinforces the Service's Corporate Values by promoting integrity, openness, and continuous improvement through clear, transparent, and compliant governance arrangements.			
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification</b>	<b>Meeting Approvals/Outcomes</b>
<i>Strategic Planning and Change Committee</i>	<i>14 May 2026</i>	<i>For Decision</i>	



## Strategic Planning and Change Committee

### Annual Statement of Assurance

#### 2025/26

#### 1 Purpose

The purpose of this statement is to give an overview of the work of the Strategic Planning and Change Committee over the period April 2025 – March 2026, and assurances sought through scrutiny arrangements, in its role as a Committee supporting the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its Committees and is incorporated into the Service's Annual Governance Statement.

#### 2 Background

During 2024, through engagement with Committee members, a proposal was brought forward to the Board to incorporate some elements of the Change Committee remit into a newly established committee that would have wider responsibilities. This proposal was considered at the Integrated Governance Forum (IGF) on 26 March 2024 and approved by the Board on 25 April 2024. The Change Committee transitioned to the new Strategic Planning and Change Committee during 2024/25 and has continued to evolve during 2025/26.

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

#### 3 Summary of the Committee's Work During 2025/26

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

The scrutiny of the New Mobilising System (NMS) project continued as the project was successfully implemented in late 2025 and delivered to time, cost and quality.

The People, Payroll, Finance and Training (PPFT) Project has continued to be a priority for the Committee with assurance being sought on its progress, noting the decision to proceed with it independently rather than as a shared service with Scottish Government. The

Committee also noted the evolution of the project to focus on People, Payroll and Finance with Training becoming a separate requirement.

The Committee continued to provide scrutiny and challenge, where appropriate, around Strategic Service Review Programme (SSRP) as it progressed under the three separate workstreams, noting that the three elements were dependent upon each other.

Scrutiny of the Rostering Project progress continued as the project proceeded towards closure and a handover to business as usual.

The Committee provided a high-level oversight of the Service's strategic and financial planning processes and undertook appropriate scrutiny and challenge in relation to the SFRS Strategy, Three Year Delivery Plan and Medium Term Financial Plan, and the Performance Management Framework (PMF).

#### **4 Future Work Priorities of the Committee**

The work of the Committee will be aligned to the key responsibilities as detailed within the revised Terms of Reference:

- Scrutiny and oversight of strategic, change and financial planning of the organisation.
- Strategic oversight of the Change Portfolio and budget provision (resource and capital) ensuring alignment with the Strategy and available delivery capacity and capability.
- Detailed scrutiny and oversight of specific major change projects as directed by the Board.
- Scrutiny and oversight of the Strategic Service Review Programme.

#### **5 Actions to Improve the Committee's Governance Arrangements**

In prior years, the Committee has been heavily focused on individual projects and the Service's overall capacity and capability to deliver. As the change capability within the organisation matures, the Committee will focus its scrutiny at a higher level and expand its remit to ensure change resource allocation and delivery is further embedded within the strategic and financial planning of SFRS. The strategic and financial planning focus is an area where, to fully meet the expanded remit of the Committee, more work will be required during 2026.

**Therese O'Donnell**  
**Chair, Strategic Planning and Change Committee**  
**May 2026**

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



Report No: C/SPCC/11-26

Agenda Item: 8.1

<b>Report to:</b>	<b>STRATEGIC PLANNING AND CHANGE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>14 MAY 2026</b>						
<b>Report Title:</b>	<b>LONG TERM VISION – REFRESH PROPOSAL AND METHOD STATEMENT</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u><a href="#">A</a></u>	<u><a href="#">B</a></u>	<u><a href="#">C</a></u>	<u><a href="#">D</a></u>	<u><a href="#">E</a></u>	<u><a href="#">F</a></u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to update the Strategic Planning and Change Committee (SPCC) on the intention and approach to refreshing the Scottish Fire and Rescue Service (SFRS) Long-Term Vision. This report will define the Long-Term Vision, present the rationale to refresh, and propose a working timeline for delivery inclusive of requested engagement and support from the Strategic Planning and Change Committee.						
<b>2</b>	<b>Background</b>						
2.1	<b>What is a Long-Term Vision?</b>						
2.1.1	A Long-Term Vision (hereafter LTV) is an ambitious and outcome-focused statement of an organisation's desired future state. It provides a shared view of where the organisation is heading and how it expects to respond to changes in its operating environment. At a strategic level, the LTV plays a critical role in prioritising major investment decisions whilst at a delivery level, it aligns everyday actions so that the organisation progresses consistently and deliberately toward its long-term goals.						
2.2	<b>SFRS' Long-Term Vision</b>						
2.2.1	SFRS has an LTV ( <a href="#">SFRSLongTermVisionFullDoc.pdf</a> ), published in 2021. It was written for a 10-year period and was shortly followed by the publication of the SFRS Operational Strategy, also covering 10 years from 2022 – 2032 ( <a href="#">OperationalStrategy2022-2032.pdf</a> ).						
2.2.2	The Operational Strategy acknowledges that due to the pace of change and unpredictability of the operating landscape, SFRS must retain the flexibility to continually meet the needs of Scotland's communities. The implication is that the LTV, written for 10 years, will require a refresh at an interim point to remain as a living reference for decisions that will deliver future outcomes. Since late 2025, work has been ongoing to explore how the LTV should be refreshed.						
2.2.3	The Strategic Leadership Team (SLT) have also requested that the refreshed LTV should remain outcome-focused, though be grounded enough to point to a recognisable future state as regards transformed services, capabilities, or ways of working. This will allow Strategies and Delivery Plans to be driven by the LTV, ensuring it remains the key focus for realising all organisational change. To support this, a Strategic Roadmap will be developed in tandem, using the Three Horizons framework (3H) to map out 3 phases of change.						
2.2.4	The 3H framework timeline spans the time it takes for new, innovative ways of working at present to become totally normalised. This grounds the Roadmap in demonstrable and						

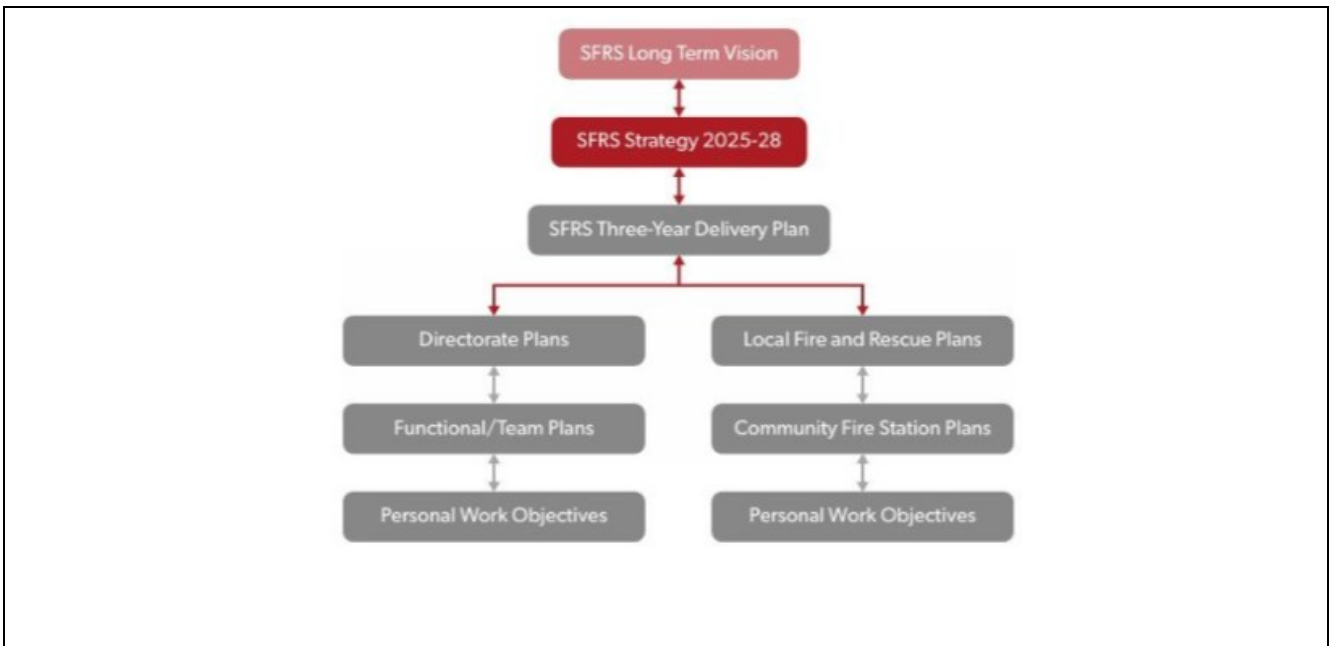
<p>2.2.5</p> <p>2.2.6</p>	<p>foreseeable change, rather than the unproven, fictional, or undefinable. SLT estimate that this window is approximately 10 years, which aligns the furthest point of the Roadmap with the realisation of the LTV. However, we know that the LTV will need regular refreshes to account for emerging future demands on SFRS, hence the destination described in the LTV and Roadmap to reach it will continue to be refreshed on a 5 year basis, consistently fine-tuning SFRS' transformation.</p> <p>Given the expectation of future refreshes, a consistent methodology is needed to ensure continuity of stakeholder engagement, repeatable processes for gaining approval through governance, and overall quality of the LTV. This is described in Section 3 of this paper.</p> <p>In summary, the refreshed LTV and associated Strategic Roadmap will:</p> <ul style="list-style-type: none"> <li>• Provide a clear, shared view of SFRS' future ambitions;</li> <li>• Strengthen alignment between Organisational Strategy, Medium Term Financial Strategy, Strategic Change Portfolio, and other Service thematic strategies;</li> <li>• Support the SFRS Board and SLT in addressing long-term planning challenges, investment priorities, and capability gaps.</li> </ul>
<p><b>3</b></p>	<p><b>Main Report/Detail</b></p>
<p>3.1</p> <p>3.2</p> <p>3.3</p>	<p><b>Why Refresh the LTV now?</b>  As referenced in 2.2.2 and 2.2.3, there are external drivers and present challenges emerging from the pace of change that are not sufficiently tangible or recognisable in our current LTV. Such examples include:</p> <ul style="list-style-type: none"> <li>• Evolving risk profile of Scotland's communities (e.g., demographics);</li> <li>• Increasing prevalence of climate-driven events;</li> <li>• Government drive for public-sector reform;</li> <li>• Emerging technology and digital capabilities;</li> <li>• Challenging financial situation – expectation of flat cash at least until 2028/29;</li> <li>• Shared desire to collaborate with other Blue Light organisations;</li> <li>• Changes in workforce expectations as regards culture and well-being;</li> <li>• Changes in workforce expectations of career pathways; implication for retention;</li> <li>• Organisational buy-in for strategic change (SSRP, Strategy and Change Function).</li> </ul> <p>Further to these are hindrances to change in SFRS that will make any transformation driven by the LTV increasingly difficult the longer they are unaddressed. As such, holding off with a refresh of the LTV will make delivering change increasingly complex and expensive:</p> <ul style="list-style-type: none"> <li>• Reliance on legacy systems and manual workarounds;</li> <li>• Lack of Service Design and Enterprise Architecture;</li> <li>• Financial outlook is challenging; early efficiency savings are critical to maintain front-line services and release funding for further change;</li> <li>• Many Assets and Duty Systems were designed decades ago;</li> <li>• Skills and capability gaps will widen; workforce not trained for future capabilities;</li> <li>• Incremental change, delivered against a roadmap, is easier than emergency reactive transformation.</li> </ul> <p><b>What work has been achieved so far?</b>  <i>Q1 / Q2 2025: LTV introduction, BAU defined</i></p> <ul style="list-style-type: none"> <li>• Aim: Gain buy-in for Long-Term Vision refresh, define BAU working.</li> <li>• Output: SLT agree use of 3H framework, Horizon 1 defined.</li> </ul> <p><i>Aug 2025: McDonald Road 3H session with SLT</i></p> <ul style="list-style-type: none"> <li>• Aim: Explore Horizon 3 ways of working and outcomes for SFRS workforce groups.</li> <li>• Output: 2035 operating assumptions, People/Org/Process/IT implications, decision points and milestones drafted.</li> </ul>

<p>3.4</p>	<p><i>Q4 2025 / Q1 2026: Refinement &amp; Context</i></p> <ul style="list-style-type: none"> <li>• Aim: Join up H1 and H3 draft workings from previous engagement.</li> <li>• Output: Draft Horizon 2 outcomes, strategic context explored for SFRS roadmap (Drivers &amp; blockers (3.1, 3.2).</li> </ul> <p><i>March 2026: Draft Strategic Roadmap prepared</i></p> <ul style="list-style-type: none"> <li>• Aim: Change Portfolio projects and programmes sequenced and mapped against H1 / H2 outcomes and capabilities.</li> <li>• Output: Strategic Roadmap first draft prepared.</li> </ul> <p><b>Proposed Timeline for remaining Refresh activities (2026)</b></p> <p><i>13<sup>th</sup> May: SLT Away-Day</i></p> <ul style="list-style-type: none"> <li>• Aim: Discussion on suitability of current LTV Strategic Intent, Principles &amp; Priorities.</li> <li>• Intended output: Agree which areas need re-working and set direction for LTV refresh.</li> </ul> <p><i>14<sup>th</sup> May – Strategic Planning and Change Committee</i></p> <ul style="list-style-type: none"> <li>• Aim: Present SPCC with proposal and methodology for refreshing the LTV.</li> <li>• Intended output: SPCC gain understanding and support proposal.</li> </ul> <p><i>Late May – Baseline existing content</i></p> <ul style="list-style-type: none"> <li>• Aim: Baseline the LTV and Strategic Roadmap, and identify gaps, anchor points, and evidence requirements to inform decision-making.</li> <li>• Intended output: Initial working draft for refreshed LTV and Roadmap. Stakeholder engagement plan.</li> </ul> <p><i>June / July – Engagement to Develop Options</i></p> <ul style="list-style-type: none"> <li>• Aim: Begin wider engagement to add content to LTV &amp; Roadmap. Align with inspection, audit, and performance evidence.</li> <li>• Intended output: Near-complete draft for Board scrutiny.</li> </ul> <p><i>Late July &amp; Sept – Board Strategy Day</i></p> <ul style="list-style-type: none"> <li>• Aim: Update the SFRS Board on the work done to date.</li> <li>• Intended output: Gain feedback to further refine the work.</li> </ul> <p><i>Late Sept – Complete LTV Draft</i></p> <ul style="list-style-type: none"> <li>• Aim: Incorporate all Board feedback into working draft.</li> <li>• Intended output: Finalised LTV draft, submission paperwork ready for formal Board approval.</li> </ul> <p><i>October – Formal Board Approval</i></p> <ul style="list-style-type: none"> <li>• Aim: Submit final LTV draft, publication route, and Implementation Plan to SFRS Board for approval.</li> <li>• Intended output: Draft approved, publication and implementation can commence.</li> </ul> <p>3.5 This approach is structured, evidence-led, and participative with clear governance and stakeholder engagement throughout.</p> <p>3.6 Completion by early Q4 2026 will give a period for publication, implementation, and bedding in before work on the 2028 – 2031 Strategy begins, which would look to draw down directly from Roadmap activities.</p> <p>3.7 <b>Engagement</b> In the above timeline, June to September with require significant engagement with stakeholders of the LTV and Strategic Roadmap. At a minimum, this must include:</p> <ul style="list-style-type: none"> <li>• Workshops with SLT to continually shape ambition and strategic intent;</li> </ul>
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	<ul style="list-style-type: none"> <li>• Staff familiarisation sessions across operational, control, and support functions to align delivery with strategy, and gain organisational buy-in for the future-state;</li> <li>• Engagement with Trade Unions and staff representative bodies;</li> <li>• Partner and stakeholder engagement (e.g. Local Authorities, Police Scotland, SAS, CPPs, Scottish Government).</li> </ul>
3.8	<p><b>Ensuring Adoption</b></p> <p>Once the LTV is refreshed and Strategic Roadmap finalised, it is essential that these two documents become embedded in the organisation so that everyday actions can make measurable contributions towards them. To do this, it must be well-socialised so stakeholders understand what it means for them, and it must be integrated into decision making.</p>
3.9	<p>A Leadership-led launch and associated Communications Plan (for internal and external partners) is essential for ensuring the publication of the LTV is recognised. Champions in each function, who should be utilised for updating the LTV, should act as local points of contact and deliver “What it means for me” engagement with their local colleagues.</p>
3.10	<p>Integration into decision making can be achieved through how change is prioritised on a yearly, or 3-Year Delivery Plan. Beyond change relating to statutory compliance, change that delivers new capabilities should be quantitatively measured against alignment to the outcomes described in the LTV, and the more tangible phases of delivery described through each horizon in the Roadmap.</p>
3.11	<p>Conveniently, the 3-yearly SFRS Strategies and associated 3-Year Delivery Plans align closely with the 3 different horizons themselves. The 2025-2028 Strategy overlays a similar timespan to Horizon 1, likewise 2028-2031 does Horizon 2, and 2031-2034 onwards is included within Horizon 3 (though a refresh in 2031 would mean that under this LTV, we are unlikely to deliver much against today’s Horizon 3).</p>
3.12	<p><b>Governance and Roles</b></p> <p>The products being refreshed are the Long-Term Vision and Strategic Roadmap. As described in 2.2.2 and 2.2.3, a refresh is necessary to ensure our day-to-day activities and strategic planning are aligned to a point that represents the most desirable future state as far as we can currently describe.</p>
3.13	<p>A refreshed LTV will represent an aspirational future state that is fine-tuned for our planning forecasts in 2026, rather than our current LTV which was defined in 2021. To ensure the LTV remains as such, a refresh will be required every 5 years. On the timeline of the Strategic Roadmap, this will occur just before Horizon 2 is fully realised as described in 3.11, which will continually realign the far-off Horizon 3 with a refreshed and grounded Horizon 1.</p>
3.14	<p>Senior Responsible Owner: Chief Officer  Executive Sponsor: Director of Governance, Strategy and Change  Delivery Lead: Head of Strategy and Change</p>
3.15	<p>Progress against the timeline in 3.4 will be reported through the established governance framework used to deliver the Change Portfolio. To support this, the Strategy and Change Centre of Excellence team will carry out a Change Definition exercise to determine appropriate reporting and governance requirements.</p>
3.16	<p>SFRS SLT will agree the timeline, quality, scope, and overall output of this work. Final approval will be required by the SFRS Board for the refreshed LTV and Strategic Roadmap to be implemented, replacing the current LTV.</p>

<p>3.17</p> <p>3.18</p>	<p><b>Key Risks and Mitigations</b></p> <table border="1"> <thead> <tr> <th data-bbox="264 219 624 264">Risk</th> <th data-bbox="632 219 1430 264">Mitigation</th> </tr> </thead> <tbody> <tr> <td data-bbox="264 266 624 333">Lack of shared ownership</td> <td data-bbox="632 266 1430 333">Early and meaningful engagement with executive stakeholders, staff, and partners.</td> </tr> <tr> <td data-bbox="264 336 624 436">Vision lacks clarity or impact</td> <td data-bbox="632 336 1430 436">LTV should be outcome-focused, however we may need a parallel Persona / Capability map developed to help stakeholders relate the LTV to their working environment.</td> </tr> <tr> <td data-bbox="264 439 624 539">Ambition not achievable due to factors in 3.2</td> <td data-bbox="632 439 1430 539">Assumptions validated by evidence, and aligned with MTFS. LTV delivered through bite-size Strategies that are grounded by short-medium term forecasts.</td> </tr> <tr> <td data-bbox="264 542 624 609">Misalignment with statutory duties.</td> <td data-bbox="632 542 1430 609">Continuous alignment and reassurance checks</td> </tr> </tbody> </table> <p><b>Next Steps</b> See 3.4 - Baseline existing content and establish a working draft. Begin stakeholder engagement (3.7).</p>	Risk	Mitigation	Lack of shared ownership	Early and meaningful engagement with executive stakeholders, staff, and partners.	Vision lacks clarity or impact	LTV should be outcome-focused, however we may need a parallel Persona / Capability map developed to help stakeholders relate the LTV to their working environment.	Ambition not achievable due to factors in 3.2	Assumptions validated by evidence, and aligned with MTFS. LTV delivered through bite-size Strategies that are grounded by short-medium term forecasts.	Misalignment with statutory duties.	Continuous alignment and reassurance checks
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<p><b>4</b></p>	<p><b>Recommendation</b></p>										
<p>4.1</p>	<p>The Strategic Planning and Change Committee are asked to scrutinise the proposed refresh of the SFRS Long-Term Vision.</p>										
<p><b>5</b></p>	<p><b>Key Strategic Implications</b></p>										
<p>5.1</p>	<p><b>Risk Appetite and Alignment to Risk Registers</b> SFRS has an Ambitious Appetite in relation to exploring new change delivery models. This is reflected in the volume of change within teams, functions, directorates, and the Strategic Change Portfolio. Failure to ensure these changes are aligned to an agreed LTV is a significant risk to SFRS' ability to meet future challenges.</p>										
<p>5.2</p>	<p><b>Financial</b> If approved and delivered, the refreshed Long-Term Vision would support future prioritisation and investment choices.</p>										
<p>5.3</p>	<p><b>Environmental &amp; Sustainability</b> Future strategic direction of Environment and Sustainability will align to the refreshed LTV.</p>										
<p>5.4</p>	<p><b>Workforce</b> This paper highlights various factors relating to Workforce that either drive the change itself or will need to change to enable future ways of working as described in the Long-Term Vision. These include Workforce expectations, capability gaps, and training requirements.</p>										
<p>5.5</p>	<p><b>Health &amp; Safety</b> Future strategic direction of Health and Safety will align to the refreshed LTV.</p>										
<p>5.6</p>	<p><b>Health &amp; Wellbeing</b> Future strategic direction of Health and Wellbeing will align to the refreshed LTV.</p>										
<p>5.7</p>	<p><b>Training</b> Training will be a key enabler for SFRS to be able to achieve its Long-Term Vision. We will need to modernise our training approach to provide the capacity and capability, meet national standards, and train our workforce to deliver future capabilities</p>										
<p>5.8</p>	<p><b>Timing</b> The LTV refresh should be completed by 2026 Q3/Q4 to ensure it has time to land in time for the next SFRS Strategy 2028-2031 to begin preparation in 2027.</p>										

5.9	<b>Performance</b> Future strategic direction of Health and Wellbeing will align to the refreshed LTV.	
5.10	<b>Communications &amp; Engagement</b> If approved, the LTV refresh will require significant support from Communications and Engagement team to formally launch the LTV and Strategic Roadmap.	
5.11	<b>Legal</b> Future strategic direction of Legal will align to the refreshed LTV.	
5.12	<b>Information Governance</b> Future strategic direction of Information Governance will align to the refreshed LTV.	
5.13	<b>Equalities</b> A key component of the refreshed LTV will be an estate and working practices that reflect our workforce and community needs.	
5.14	<b>Service Delivery</b> Refreshing the LTV will ensure that our Service Delivery continues to meet the needs of Scotland's communities and service users.	
5.15	<b>Prevention</b> It is expected that SFRS will become a more preventative organisation, with focus switching from response to prevention in the lifetime of the LTV.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Mark McAteer, Director of Governance, Strategy and Change
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.3	<b>Rationale:</b>	There are sufficient resources and a developed plan for concluding the exercise within the indicated timescale.
<b>8</b>	<b>Appendices/Further Reading</b>	
8.1	Further Reading: <ul style="list-style-type: none"> <li>• <a href="#">SFRSLongTermVisionSummary.pdf</a></li> <li>• <a href="#">SFRSLongTermVisionFullDoc.pdf</a></li> <li>• <a href="#">OperationalStrategy2022-2032.pdf</a></li> </ul>	
<b>Prepared by:</b>		Richard Warren, Business Change and Implementation Manage
<b>Sponsored by:</b>		Mark McAteer, Director of Governance, Strategy and Change
<b>Presented by:</b>		Richard Warren, Business Change and Implementation Manager
<b>Links to Strategy and Corporate Values</b>		
<p>The Long-Term Vision is the most future-written document for SFRS, providing the North Star to which all other strategies and delivery mechanisms are aligned. The three SFRS Strategies commencing in 2025, 2028, and 2031 respectively, more or less map onto Horizon 1, 2, and 3, where the associated Three-Year Delivery Plan will then explain how that Horizon deliverables will be achieved.</p> <p>The LTV does not replace statutory plans or delivery strategies. Instead, it provides the long-term context in which they are prioritised, developed, and enacted.</p>		



Governance Route for Report	Meeting Date	Report Classification/ Comments	Meeting Approvals/ Outcomes
<i>Strategic Planning and Change Committee</i>	<i>14/05/2026</i>	<i>For Scrutiny</i>	

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



Report No: C/SPCC/12-26

Agenda Item: 8.2

<b>Report to:</b>	<b>STRATEGIC PLANNING AND CHANGE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>14 MAY 2026</b>						
<b>Report Title:</b>	<b>LOCAL PLAN DEVELOPMENT PROGRESS UPDATE</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this paper is to provide members of the Strategic Planning and Change Committee (SPCC) with an update on the development of revised Local Fire and Rescue Plans.						
<b>2</b>	<b>Background</b>						
2.1	The Scottish Fire and Rescue Service (SFRS) has specific legal requirements under the Fire (Scotland) Act 2005 (FSA) to produce local plans. Under the FSA, SFRS must produce a local plan for each local authority area. Those plans have to support the delivery of the Service's Strategic Plan and the National Framework.						
2.2	<p>In addition, the Service has specific obligations under the Act to review and potentially revise the local plans. The specific requirements under the Act are:</p> <ul style="list-style-type: none"> <li>• Sections 41E, 41F and 41G which all relate to review, revision/preparation and approval of local fire and rescue plans.</li> <li>• Section 41E relates to preparation of the first local fire and rescue plans following on from when the first strategic plan is approved.</li> <li>• Section 41F relates to review of the first and any subsequent local plans.</li> <li>• Section 41G relates to mandatory review of the first or any subsequent local plans.</li> </ul>						
2.3	Local fire and rescue plans were not revised when the Strategic Plan 2022-25 was published. The review exercise was completed, however, at that point in the process (September 2023), the SFRS Board made the decision to postpone the development of new local fire and rescue plans. This decision was made to allow the Service to fully consider the potential impacts that the Service Delivery Review (SDR) may have on communities and the Service before committing to local three-year priorities.						
2.4	When this decision was made, it was expected that local plans would instead be developed during 2024-25, however, a further postponement was agreed in 2024 to align with the timescales of the SDR timeline.						
2.5	In July 2025, the new SFRS Strategy 2025-28 was published instigating the need to mandatorily review existing local plans and revise them in line with the new Strategy. Given we are already in breach of statutory duty, a proposed timeline for the revision of the new suite of local fire and rescue plans has been developed to progress this piece of work.						

3	Main Report/Detail
3.1	Following approval to proceed with the review and redevelopment of local fire and rescue plans by the Strategic Leadership Team in December 2025, a coordinated programme of work commenced to review existing plans and support the development of revised Local Fire and Rescue Plans.
	<b>3.2 Local Plan Review Reports</b>
3.2.1	A review of all existing Local Fire and Rescue Plans was carried out in March 2026. Local Plan Review Reports were produced to provide a structured assessment of how effectively the Service has contributed to the locally agreed priorities set out within each Local Fire and Rescue Plan. The reports draw together performance data, operational intelligence, and qualitative narrative to evaluate delivery and impact over the lifespan of each plan.
3.2.2	The reports assessed performance against the existing suite of local priorities, identifying key trends in risk, demand, and outcomes. They also provided narrative evidence of the initiatives and interventions undertaken to drive performance and improvement, including partnership activity, targeted prevention programmes, and responses to emerging and evolving risk profiles.
3.2.3	In addition, the reports tested the ongoing relevance of existing local priorities in the context of changing community needs, demographic trends, and operational demand. This included highlighting areas of sustained performance, emerging pressures, and opportunities where a different or strengthened focus may be required within future plans.
3.2.4	Collectively, the Local Plan Review Reports provide an evidence-based foundation to inform the development of revised Local Fire and Rescue Plans, ensuring that future priorities remain relevant, proportionate, and aligned to local risk, while supporting accountability, transparency, and continuous improvement.
3.2.5	<b>Appendix A</b> provides the Review Report for by way of an example.
	<b>3.3 Local Plan Development</b>
3.3.1	Following completion of the Local Plan Review Reports, local teams have been provided with a six-week development period to draft revised Local Fire and Rescue Plans.
3.3.2	To support this activity, a Service-wide template has been issued to: <ul style="list-style-type: none"> <li>• Ensure a consistent look and feel across the Service</li> <li>• Provide a clear and accessible structure to support plan development</li> <li>• Allow flexibility to reflect local risks, priorities, and communities</li> </ul>
3.3.3	Revised Local Fire and Rescue Plans are intended to be accessible and meaningful to both staff and the communities they serve, and the template is designed to support this while maintaining a common framework and minimum standard of content across all areas.
3.3.4	To provide further support, DACO Ian McMeekin will host an online plan development session during May. This session will include guidance on: <ul style="list-style-type: none"> <li>• Identifying inequalities within local communities</li> <li>• Considering the potential impact of Local Fire and Rescue Plans on health and wellbeing inequalities</li> </ul>
3.3.5	A one-hour development session delivered by Public Health Scotland on the Health in All Policies Impact Assessment (HiPIA) process will also form part of the session. Participation in this element is optional and is intended to provide additional support and learning to inform plan preparation.

3.3.6	Revised Local Fire and Rescue Plans are due to be submitted for review by <b>Friday 12 June 2026</b> .
3.3.7	<b>Appendix B</b> provides the Local Plan template for information.
<b>3.4</b>	<b>Public Consultation</b>
3.4.1	Following a four-week internal review and approval period for the Local Plan Review Reports and revised Local Fire and Rescue Plans, an eight-week public consultation period will commence in mid-July.
3.4.2	A proportionate consultation approach has been developed with support from the Public Involvement and Consultation Team, ensuring local stakeholders/ partners receive targeted invitations to participate in development. Communications support will be made available to local teams, particularly where revised plans may be impacted by the Service Delivery Review options due for consideration by the SFRS Board in June 2026.
<b>4</b>	<b>Recommendation</b>
4.1	Members of SPCC are asked to: <ul style="list-style-type: none"> <li>• scrutinise the content of the update report.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1	<b>Risk Appetite and Alignment to Risk Registers</b>
5.1.1	The Service is currently operating outside its statutory timescales for the review and revision of Local Fire and Rescue Plans. Progressing the development timetable mitigates legal, governance, and reputational risk and supports the Service's stated risk appetite by restoring compliance with the Fire (Scotland) Act 2005.
5.2	<b>Financial</b>
5.2.1	While there are no direct financial decisions arising from this progress update, the development of revised Local Fire and Rescue Plans will inform future prioritisation of resources at a local level. The alignment of local priorities with the SFRS Strategy 2025–28 and emerging Service Delivery Review outcomes may have indirect financial implications over the medium term and will require consideration through future planning and budget-setting processes.
5.3	<b>Environmental &amp; Sustainability</b>
5.3.1	Revised Local Fire and Rescue Plans provide an opportunity to embed environmental and sustainability considerations within local priorities, particularly in relation to prevention activity, climate-related risk, and community resilience. The use of a consistent template supports a proportionate approach while allowing local flexibility to reflect place-based environmental risks.
5.4	<b>Workforce</b>
5.4.1	The development of revised Local Fire and Rescue Plans places additional short-term demand on Local Senior Officer Teams and supporting staff. However, this activity is integral to clarifying local priorities and expectations, supporting workforce alignment, and providing greater clarity on local delivery focus over the life of the plans.
5.5	<b>Health &amp; Safety</b>
5.5.1	The inclusion of guidance on inequalities and the optional Health in All Policies Impact Assessment (HiPIA) process represents a strategic opportunity to strengthen the Service's contribution to reducing health and wellbeing inequalities. Revised plans are expected to better articulate how local activity supports improved outcomes for vulnerable and at-risk communities.

5.6 5.6.1	<b>Health &amp; Wellbeing</b> The inclusion of guidance on inequalities and the optional Health in All Policies Impact Assessment (HiPIA) process represents a strategic opportunity to strengthen the Service's contribution to reducing health and wellbeing inequalities. Revised plans are expected to better articulate how local activity supports improved outcomes for vulnerable and at-risk communities.
5.7 5.7.1	<b>Training</b> While no formal training requirements arise directly from this progress update, the plan development sessions and supporting guidance contribute to building local capacity and capability in strategic planning, partnership working, and the consideration of inequalities within decision-making.
5.8 5.8.1	<b>Timing</b> The agreed development, review, and consultation timetable is critical to re-establishing statutory compliance and maintaining alignment with the SFRS Strategy 2025–28 and the Service Delivery Review. Slippage in timescales would have strategic implications for governance, assurance, and external confidence.
5.9 5.9.1	<b>Performance</b> Local Plan Review Reports provide robust evidence of performance against existing priorities and form a key mechanism for organisational learning. Revised Local Fire and Rescue Plans will strengthen performance management by ensuring that local priorities are evidence-led, measurable, and clearly aligned to strategic objectives.
5.10 5.10.1	<b>Communications &amp; Engagement</b> The forthcoming public consultation period represents a key strategic opportunity to reinforce transparency, accountability, and trust with communities and partners. Clear and consistent messaging will be particularly important where proposed local priorities may be influenced by Service Delivery Review options under consideration.
5.11 5.11.1	<b>Legal</b> The review and revision of Local Fire and Rescue Plans is a statutory requirement under the Fire (Scotland) Act 2005. Delivery of the proposed programme of work is essential to addressing the current breach of statutory duty and providing assurance to the Board and external stakeholders.
5.12 5.12.1	<b>Information Governance</b> The development and consultation processes rely on appropriate use of performance and operational data. Existing governance arrangements are sufficient to manage information responsibly, with no requirement for a Data Protection Impact Assessment at this stage.
5.13 5.13.1	<b>Equalities</b> Although a report-level Equality and Human Rights Impact Assessment is not required, a single EHRIA is in the final stages of development to support the development process.
5.14 5.14.1	<b>Service Delivery</b> Revised Local Fire and Rescue Plans will directly influence the focus and prioritisation of service delivery at a local level. Alignment with the national Strategy is essential to ensure coherence between strategic intent and operational delivery.
5.15 5.15.1	<b>Prevention</b> Local Fire and Rescue Plans remain the primary mechanism for articulating place-based prevention priorities. The refreshed evidence base and strengthened focus on inequalities and partnership working support a more targeted and effective prevention approach across communities.

<b>6</b>	<b>Core Brief</b>		
6.1	Not applicable		
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>		
7.1	<b>Director:</b>	Mark McAteer, Director of Governance, Strategy and Change	
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial / <b>Reasonable</b> / Limited / Sufficient	
7.3	<b>Rationale:</b>	The development of local plans will be carried out by Local Senior Officer Teams who will be assisted by the provision of a standard templates and a suite of Business Intelligence data Updates on progress will be shared with the Strategic Planning and Change Committee and the SFRS Board for information and oversight.	
<b>8</b>	<b>Appendices/Further Reading</b>		
8.1	<b>Appendix A:</b> Aberdeenshire Local Plan Review Report		
8.2	<b>Appendix B:</b> Local Fire and Rescue Plan Template		
<b>Prepared by:</b>		Louise Patrick, Strategic Planning & Partnerships Coordinatord	
<b>Sponsored by:</b>		Richard Whetton, Head of Governance and Compliance	
<b>Presented by:</b>		Richard Whetton, Head of Governance and Compliance	
<b>Links to Strategy and Corporate Values</b>			
The review and revision of local plans is a statutory duty and links to Strategic Objective: Improving Performance.			
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification</b>	<b>Meeting Approvals/Outcomes</b>
<i>Strategic Planning &amp; Change Committee</i>	<i>14 May 2026</i>	<i>For Scrutiny</i>	

**Working together  
for a safer Scotland**



**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

## **ABERDEENSHIRE AREA**

# **LOCAL FIRE AND RESCUE PLAN REVIEW 2026**

**Safety. Teamwork. Respect. Innovation.**

## Introduction

The Scottish Fire and Rescue Service (SFRS) is required under the Fire (Scotland) Act 2005, as amended by the Police and Fire Reform (Scotland) Act 2012, to prepare Local Fire and Rescue Plans for each local authority in Scotland.

Local Fire and Rescue Plans set out our national and local operating context and outline our specific priorities for that area. In their preparation, due regard is given to the Fire and Rescue Framework for Scotland and the SFRS Strategic Plan.

The publication of our new SFRS Strategy in July 2025 instigated a requirement to carry out a mandatory review of all Local Fire and Rescue Plans. This review will provide us with information on how well we are performing against our existing priorities, as well as highlighting areas for continued improvement and opportunities for change against the growing needs of our communities.

In carrying out the review of the Local Fire and Rescue Plan for Aberdeenshire we firstly looked at the priorities that we had agreed for the Local Plan for 2021-2024, which were reviewed in March 2024 and agreed on these were:

- Domestic Fire Safety and Unintentional Harm and Home Safety
- Non-Fire Emergencies and responding to the impact of climate change
- Deliberate Fire Setting
- Non-Domestic Fire Safety including Accidental Primary and Secondary Fires
- Unwanted Fire Alarm Signals
- Operational Preparedness and Community Resilience

Looking at each of our priorities we can now provide both quantitative and qualitative information to demonstrate the progress that has been made.

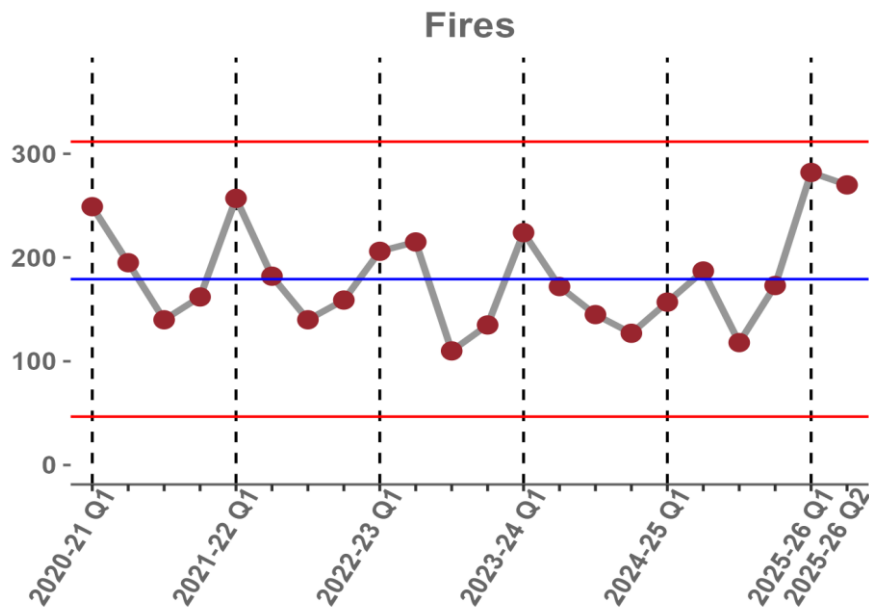
The information contained within this Review Report will contribute towards the development of a new Local Fire and Rescue Plan that is tailored to local need.

## Performance Data – what the figures told us

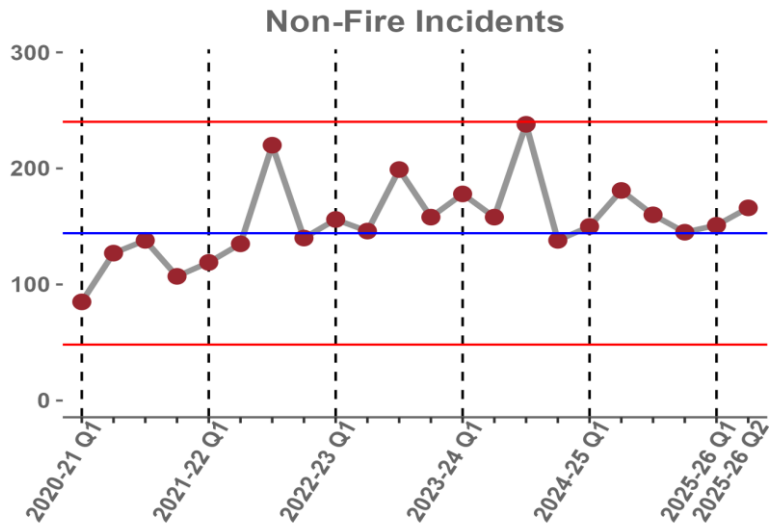
### Performance Data: Overall Operational Activity

Throughout this report several charts refer to upper and lower control limits. The purpose of the limits is to define variability within the data. This means that we expect most points to fall within these limits. If a point falls outside these limits, then we can assume that something unusual has happened.

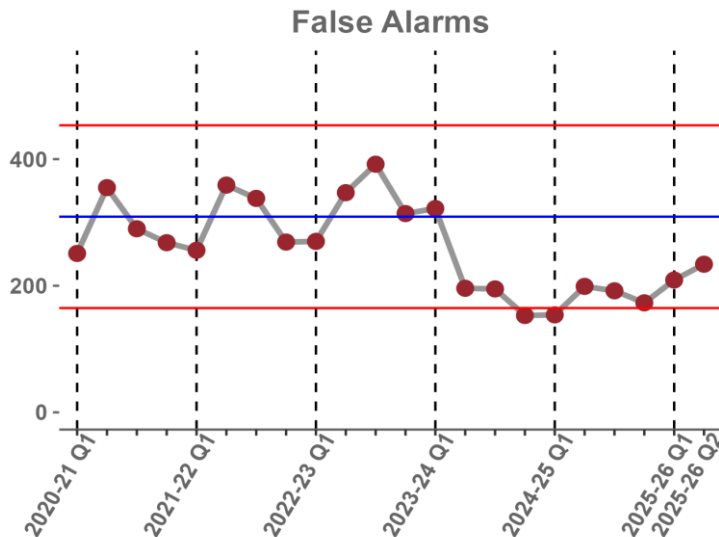
Over the past three years we have attended an average of 2,292 incidents, which are broken down into Fires, Non-Fire Incidents and False Alarms below.



In this analysis, fire figures for Aberdeenshire have been subject to random variation since Q1 of 2020-21, with no clear overall trends in the data. Since 2020-21, Q3 and Q4 of each year have been consistently below average, indicating a seasonal effect on figures. This is consistent with national patterns in the data.



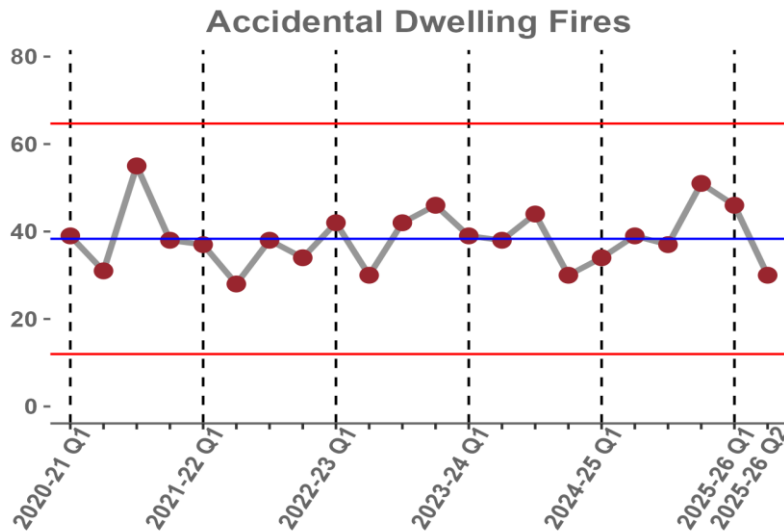
Non-fire incidents in Aberdeenshire have increased in recent years, illustrated by figures being on or above average since 2022-23 Q1, with the exception of 2023-24 Q4 which was just below average. During the Covid-19 pandemic there was a decrease in non-fire incidents, shown by the data points for 2020-21 being below average and specifically the figure for 2020-21 Q1 being close to the lower control limit. This is similar to trends seen nationally, with there being a drop during the Covid-19 pandemic and an increase in incidents since then.



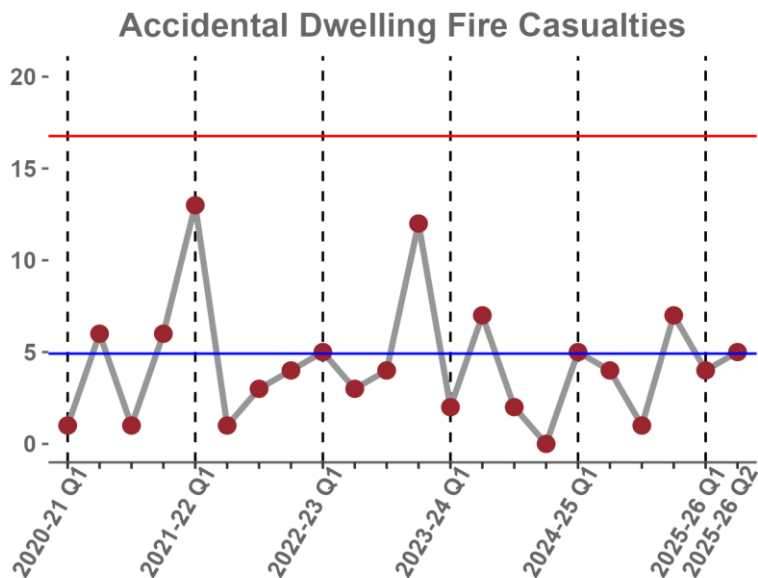
False alarm incidents in Aberdeenshire were subject to random variation from 2020-21 Q1 to 2023-24 Q1. From 2023-24 Q2 to 2025-26 Q2, figures have been close to or below the lower control limit. This is consistent with national patterns in the data. This decrease is due to a new policy that was introduced in July 2023 which changed how SFRS respond to Unwanted Fire Alarm Signals. SFRS no longer attend automatic fire alarm call outs to commercial business and workplace premises unless a fire has been confirmed.

Performance Local Priorities

Local Priority 1: Domestic Fire Safety and Unintentional Harm in the Home



Accidental dwelling fires have been subject to random variation since 2020-21 Q1, with no clear overall trend shown. Nationally, accidental dwelling fires have been consistently decreasing in Scotland since 2020-21 Q1.



Accidental dwelling fire non-fatal casualties in Aberdeenshire have been subject to random variation since 2020-21 Q1, with no clear overall trend seen in the data. Nationally, from 2020-21 Q1 to 2025-26 Q2, there has been no clear overall trend in the number of accidental dwelling fire non-fatal casualties.

Fire Fatalities by Type  
2023-24 Q1 - 2025-26 Q2

Fiscal Quarter	Fire Category	Total
2024-25 Q4	Road Vehicle Fire	1
2025-26 Q1	Dwelling Fire	1
2025-26 Q2	Dwelling Fire	1

In 2024-25, there was 1 fire fatality, which occurred in Q4 in a road vehicle fire. There were 2 fire fatalities in 2025-26, one of which occurred in a dwelling fire in Q1 and one of which occurred in a dwelling fire in Q2.



**Please note High Risk HFSVs are no longer reportable following process changes introduced in 2025. All visits now align with revised identification criteria.**

Home Fire Safety Visits were below average and close to lower control limits during 2020-21, which was during the Covid-19 pandemic. From 2021-22 Q1 to 2024-25 Q3, figures were on or above average. Figures have consistently decreased from 2022-23 Q4 to 2024-25 Q2, with figures from 2024-25 Q4 to 2025-26 Q2 being below average. This is a similar pattern to what is seen at a national level, with figures from 2024-25 Q4 being below average.

## How we worked to improve our performance

The most significant cause of accidental dwelling fires is cooking within the home. Cooking related dwelling fires account for 199 (43%) of the 461 that occurred over the last three years. Reducing this level of risk therefore remains a key strategic focus for the Service. Our focus on addressing this trend is through the continual promoting of the established early intervention routes alongside the introduction of the new improved referral pathways. These measures are supported by the ongoing provision of risk awareness and risk identification training to a wide range of partner organisations and service providers.

Our Home Fire Safety Visit (HFSV) Programme has been ongoing for many years and allows us to visit homes and provide home fire safety advice. Continuing to develop our referral process for HFSV's has been fundamental in ensuring that those who are most vulnerable and at risk from fire are identified and appropriate interventions are undertaken. During the lifetime of this plan a key area of work has been developing our referral processes and increasing the number of referrals from partners.

Building upon this established approach, the introduction of a new referral app marks an important advancement in our preventative services delivery model. This broadens the scope of our visits to consider wider health and social care factors, enabling a more integrated and person-centred intervention.

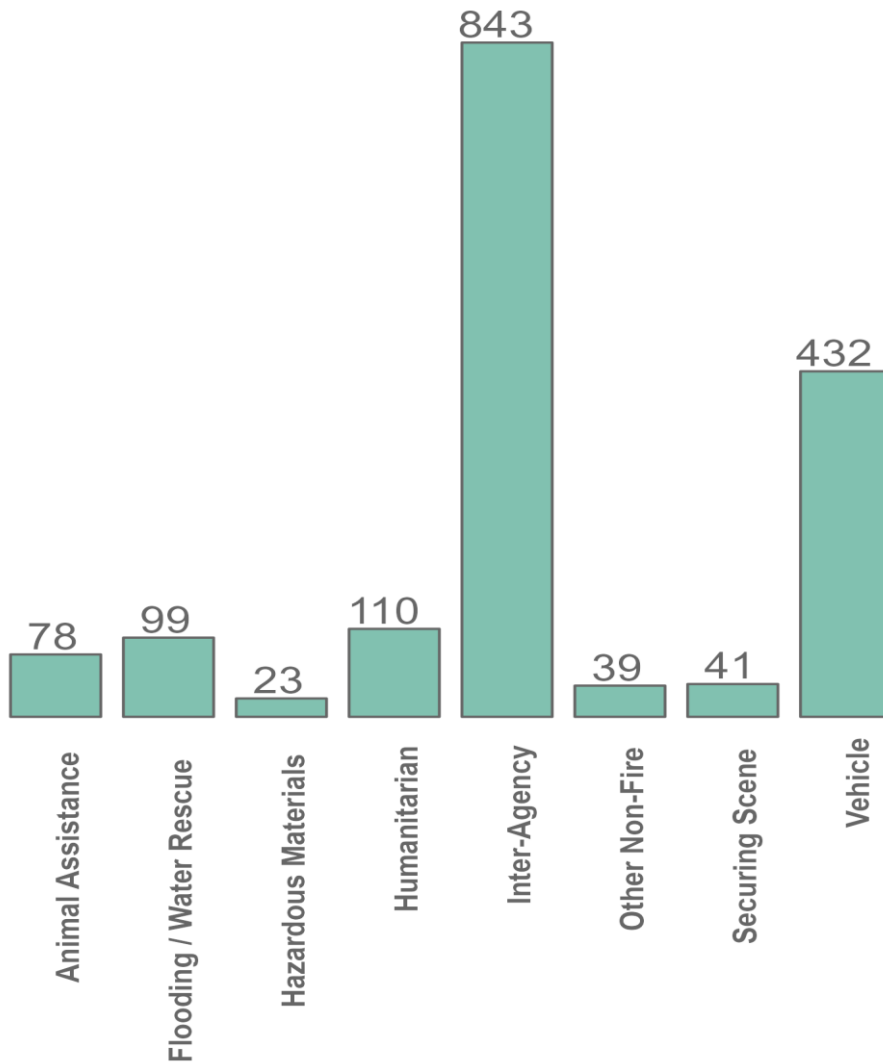
Alongside fire safety advice, Service staff will be able to refer high-risk individuals to relevant partner organisations where additional needs or risks are identified. Similarly, partner agencies will be able to refer individuals who meet defined high-risk criteria to receive a home safety visit from SFRS.

The SFRS also continues to support the introduction of the new fire and smoke detector standard and ensure, where appropriate, those most at risk from fire gain the best opportunity for early warning. This early warning will afford those involved in these types of incidents the best opportunity to evacuate in a timely fashion, notify SFRS and ensure that the physical effects of exposure are reduced.

While it is hard to identify significant trends within the current data, national statistics consistently show that it is the most vulnerable within our communities that are most likely to be involved in an accidental dwelling fire. ACAM Community engagement activity has focussed efforts on this demographic by utilising the Breakfast club initiative, Warm Spaces initiative and engagement at Vaccination Clinics to reach those individuals in a way that does not stigmatise them. We are actively involved in forums and groups that tackle Hoarding, Self Neglect, Self-Harm, and Homelessness.

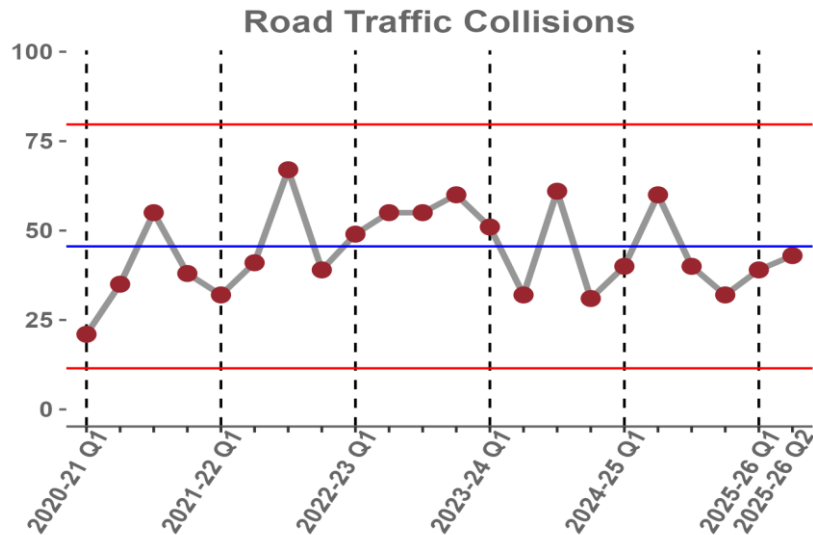
Local Priority 2: Non-Fire Emergencies and respond to the impact of Climate Change

**Non-fire Incidents by Type of Emergency  
2023-24 Q1 to 2025-26 Q2**



Please note 'Humanitarian' includes Evacuation (no fire), Lift Release, Other Rescue/Release of Persons, Removal of Objects from People and Removal of People from Objects. 'Inter-Agency' includes Assist Other Agencies, Effecting Entry/Exit, Medical Responder and Suicide. 'Other Non-Fire' includes Advice Only, No Action (not false alarm), Stand By and Water Provision. 'Securing Scene' includes Making Safe (not RTC), and Spills and Leaks (not RTC). 'Vehicle' includes Road Traffic Collisions and Other Transport (no fire).

Most non-fire incidents that occurred between 2023-24 Q1 and 2025-26 Q2 were inter-agency incidents, with 843 of this incident type occurring within this time. This was followed by vehicle incidents (432), humanitarian incidents (110) and flooding or water rescue incidents (99).



Please note SFRS do not attend all Road Traffic Collisions in Scotland. This data represents only Road Traffic Collisions attended by SFRS. To see more statistics on road traffic in Scotland, please refer to the [Transport Scotland statistics](#).

Road Traffic Collisions attended by SFRS in Aberdeenshire have been subject to random variation since 2020-21 Q1, with no clear overall trend in the data. Nationally, across Scotland, Road Traffic Collisions attended by SFRS appear to have steadily increased from 2020-21 Q1 to 2025-26 Q2 and have been consistently above average since 2022-23 Q2.

### How we worked to improve our performance

Road Traffic Collisions (RTCs) remain the largest single category of Non-Fire Emergencies that the SFRS respond to and account for 32% of all Non-Fire Emergencies over the past three years. In support of the Northeast Scotland Road Casualty Reduction Strategy and the Road Safety Framework 2030 we have continued to work closely with partners on the delivery of a number of programs aimed at reducing road risk within local communities and our national road infrastructure. Operational personnel and staff from the Community Action Team (CAT) have now been trained alongside Police Scotland Traffic Officers to deliver the Young Drivers Intervention programme aimed at 16–24-year-olds. Following extensive evaluation this program has replaced the previous “Safe Drive, Stay Alive” initiative and is part of a wider suite of road safety initiatives aimed at all road users which we will also be supporting. These include “Biker Down” and Rider Refinement courses, which are delivered throughout the year with support from both CAT and operational staff.

To understand the various road risks and incident patterns across the Grampian area and to ensure a standardised approach to road safety messaging and engagement, we are actively reviewing the Grampian-wide Road Safety Demand Reduction Plan in collaboration with the Road Safety North-East Strategic Partnership Group. This will include information on current partnerships, reduction strategies and areas of high activity. This document will be shared with the North-East Road Safety Group, wider partners, and will be aligned to the localised aims and objectives.

Road Traffic Collisions (RTCs) also account for the highest proportion of both Fatal and Non-Fatal casualties that the Service deal with when attending Non-Fire Emergencies. During the life of this plan, we have continued to promote our virtual reality headsets to assist with road safety messages, and have targeted young, commuter and elderly driver categories. Our On-Call Support Watch Commanders have played a key part with promoting Road Safety throughout Aberdeenshire.

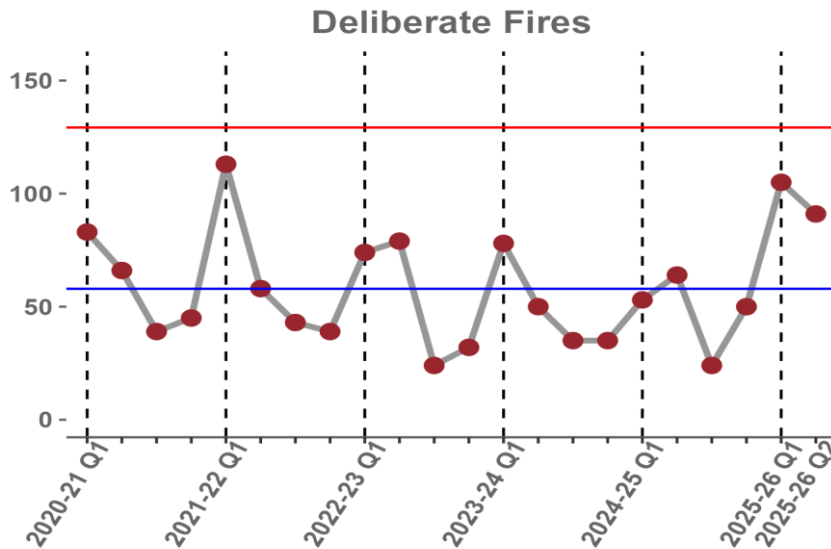
The development of our Partnership Approach to Water Safety (PAWS) plan has progressed in Aberdeenshire over the last two years. This plan promotes and encourages a focus on the engagement and response to water risks within localised areas enabling a partnership strategy aimed at addressing these local risks.

Calls for Effecting Entry and Assisting Other Agencies continue to increase and account for 21% of all calls in this category over the past three years. Calls for responding to Medical Incidents continue to increase and account for 7% of all calls within this category.

Calls to Flooding Incidents account for 7% of all calls in this category. Over the life of this plan, we have experienced significant flooding events in Aberdeenshire, these have highlighted the importance of sustained investment in water-rescue capability, and we have built on our capacity of Flood First Responder Stations and now have nine of these within Aberdeenshire.

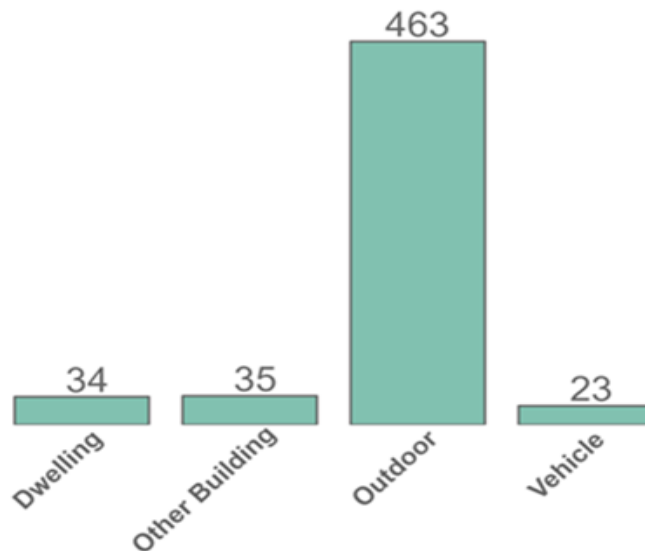
We're in a unique situation within Aberdeenshire where we have two On Call Stations (Maud and Braemar) who co-respond with the Scottish Ambulance Service. We see this as a positive contribution to Community Safety and expect to see the number of calls for Medical Incidents increase.

Local Priority 3: Deliberate Fire Setting



Deliberate fires have been subject to random variation since 2020-21 Q1. With the exception of Q2 of 2023-24 and Q1 of 2024-25, Q1 and Q2 have been above average each year, suggesting a seasonal trend. This is consistent with national patterns in the data.

**Deliberate Fires by Property Type  
2023-24 Q1 to 2025-26 Q2**



Between 2023-24 Q1 and 2025-26 Q2, most deliberate fires occurred in outdoor settings, with 463 fires in total occurring in this property type over this time. This is followed by other building fires (35), dwelling fires (34) and vehicle fires (23).

## How we worked to improve our performance

Deliberate Fire-Setting within Aberdeenshire arise predominately from Deliberate Secondary Fires, which make up a high percentage of all deliberate fires over the past three years. Longer spells of dry weather and increased temperatures are recognised as a contributing factor to an increase in these incidents. As a result, we constantly monitor and review this type of incident so that we can deliver early interventions to reduce the number of fires.

Climate change is inevitably beginning to impact on the seasonal increase in outdoor fires, and the resulting demand on SFRS. The wildfires experienced in Aberdeenshire and Moray during 2025 were at a scale previously unseen. Often it is challenging to establish whether a wildfire is wilful or accidental, however a number of initiatives are in place to reduce occurrences of outdoor fires.

Deliberate fires can be linked to wider anti-social behaviour and during the past three years we have worked with partners in both Community Planning and Community Safety to reduce anti-social behaviour and deliberate fires within the area.

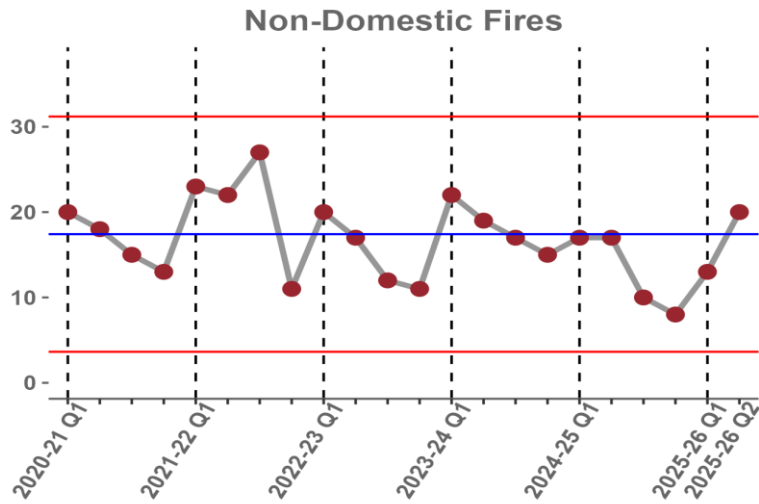
Education remains a vital element in prevention activity. Targeted engagement in schools across Aberdeenshire have taken place focusing on the hazards and consequences of deliberate fires, helping to raise awareness at an early stage.

During this plan we have invested in setting up a number of FireSkills courses, the aim of this is to engage with young people develop their life skills and increase their confidence and resilience while at the same time increasing their awareness around the dangers of setting deliberate fires. FireSkills courses were run in partnership with SFRS, Police Scotland, Scottish Ambulance Service and Aberdeenshire Educational Departments. Participants take part in a range of activities including first-aid training delivered by the Scottish Ambulance Service, personal safety sessions led by Police Scotland, and practical instruction on the safe use of SFRS equipment. The course concluded with a structured rescue exercise, allowing students to work as a team in a realistic scenario. Evaluation of the programme highlighted strong positive outcomes and recommended further development, including offering participants the chance to achieve an SCQF Level 4 Employability Award.

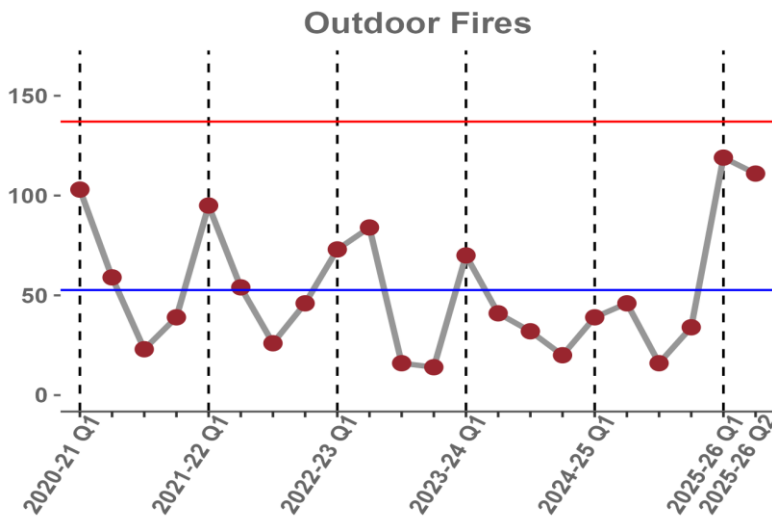
We continue to deliver our Fire Service Youth Volunteer Scheme in Peterhead and now have 16 cadets. This scheme has further enhanced our Youth Engagement Activities which will also contribute to reducing deliberate fires.

SFRS staff continue to work collaboratively with partner organisations to address fire-related anti-social behaviour. Despite this work, deliberate secondary fires and fire-related anti-social behaviour continue to present significant challenges, placing pressure on SFRS and partner resources, community assets and local authority budgets. Ongoing partnership working within Aberdeenshire aims to further reduce the number of incidents across the area as well as being adaptable to ensure trends are identified and resources are focused on new and emerging risk areas.

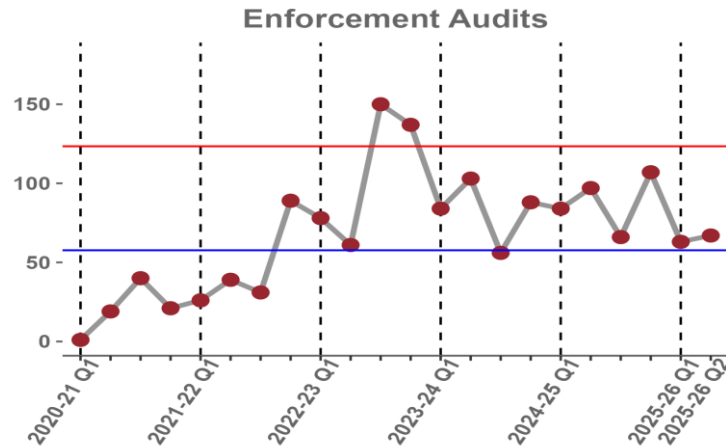
Local Priority 4: Non-Domestic Fire Safety including Accidental Primary and Secondary Fires



Non-domestic fires have been subject to random variation since 2020-21 Q1. From 2023-24 Q1 to 2024-25 Q4, non-domestic fires were on a downward trend. Figures have since increased in 2025-26, with the figure for 2025-26 Q2 being above average. However, more data points would be required to say whether this is an increasing trend in the data. Nationally, non-domestic fires have been consistently below average since 2023-24 Q3.



Outdoor fires in Aberdeenshire have been subject to random variation since 2020-21 Q1, with no clear overall trend in the data. Figures for Q1 and Q2 are consistently higher than other quarters within the same year, suggesting a seasonal trend. The figures for 2025-26 Q1 and Q2 are close to the upper control limits, however it is too soon to say whether this indicates a change in trend. This is consistent with patterns seen at a national level.



Audit figures were below average during the Covid-19 pandemic, with all figures from 2020-21 Q1 to 2021-22 Q3 being below average. Since then, all figures have been above average, with the exception of 2023-24 Q3 which was slightly below average. The figures for 2022-23 Q3 and Q4 were above the upper control limits. Overall, this suggests an increasing trend in the data. This is similar to what is seen nationally, with figures being consistently above average since 2021-22 Q2, suggesting an increasing trend in the data.

### How we worked to improve our performance

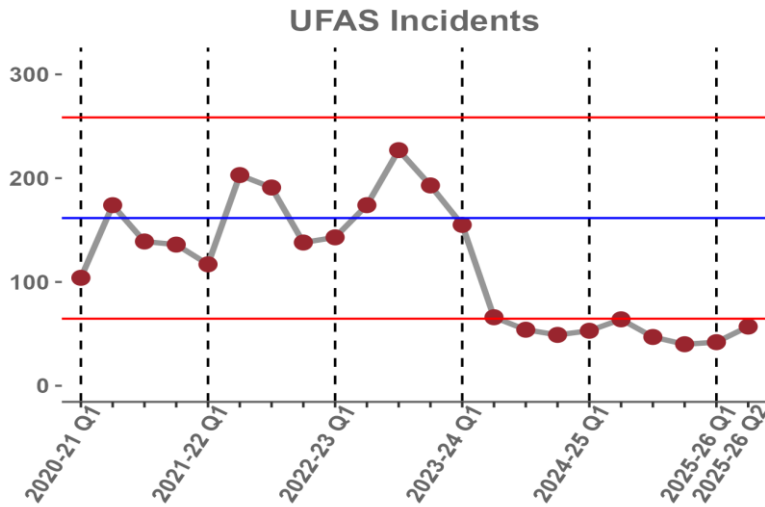
All Fire Safety Audit activity within Aberdeenshire is prioritised on a risk-based approach. We have a cadre of Fire Safety Enforcement Officers and Fire Safety Auditing Officers that are utilised peripatetically to ensure compliance with Service policies, legislative requirements, and national regulatory frameworks. Ongoing engagement with owners and occupiers of relevant premises to deliver our Local Enforcement Delivery Plan (LEDP) to support this risk-based approach and increase the safety standards of commercial and public-facing premises throughout Aberdeenshire.

As part of our LEDP, following a fire at relevant premises we carry out Post Fire Audits to provide additional advice and guidance and to ensure that the building is still safe for use. This also gives an opportunity to investigate the cause of the fire and identify any emerging trends, which may support the requirement of a thematic audit programme to be undertaken.

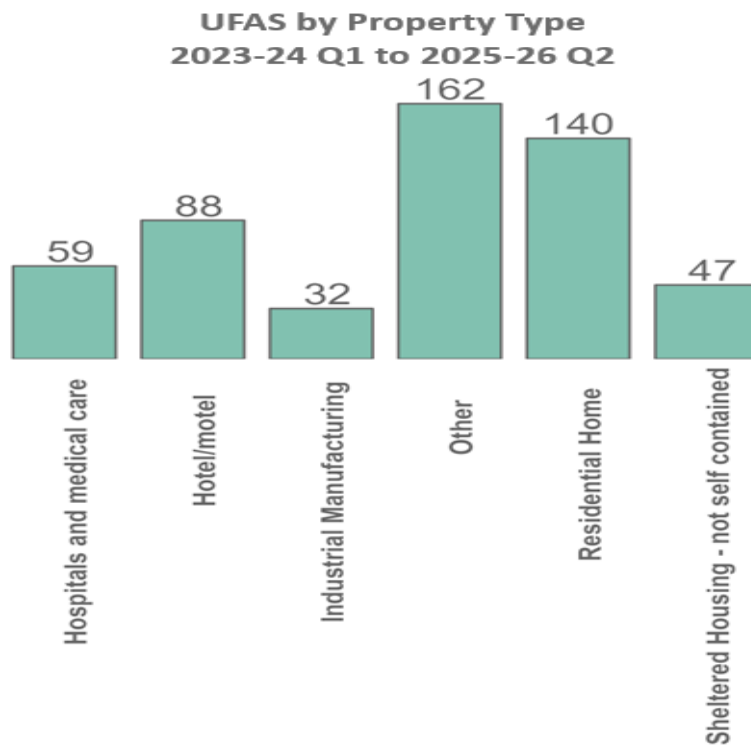
Locally, we also work closely with Aberdeenshire Council Licensing Department when licence applications are received, such as Houses of Multiple Occupation, Short Term Lets and larger Public Events. This collaborative approach supports the provision of specialist fire safety advice, assisting in the early identification and resolution of deficiencies or non-compliance.

While the emphasis remains on support, education, and voluntary compliance, enforcement action is taken where required, formal enforcement action is necessary. This may include the service of an Enforcement Notice requiring works to be undertaken within a specified time-period or a Prohibition Notice prohibiting/restricting the use of the premises (or part of the premises) due to serious and imminent fire safety concerns which pose a risk to life. Additionally, the Service has recently contributed to criminal proceedings alongside Police Scotland and has progressed further statutory action under the Fire (Scotland) Act 2005.

Local Priority 5: Unwanted Fire Alarm Signals



Unwanted Fire Alarm Signals (UFAS) were subject to random variation between 2020-21 Q1 and 2023-24 Q1. Figures have since decreased to levels below or close to the lower control limits and have remained here since 2023-24 Q2. This decrease is due to a new policy that was introduced in July 2023 which changed how SFRS respond to Unwanted Fire Alarm Signals. SFRS no longer attend automatic fire alarm call outs to commercial business and workplace premises unless a fire has been confirmed.



Between 2023-24 Q1 and 2025-26 Q2, most UFAS occurred in property types that fall under the category other, with 162 occurring in this property type. This was followed by residential homes (140), hotel or motel (88) and hospital and medical care (59).

## **How we worked to improve our performance**

Within Aberdeenshire only a small percentage of fire alarm signals generated are due to confirmed fire conditions being present. A significantly higher percentage of signals generated which when investigated have occurred when no fire conditions have been present.

Attendance at these Unwanted Fire Alarm Signals (UFAS) incidents can cause considerable disruption within affected premises and places additional demand on SFRS resources, impacting the Service's wider range of prevention, protection and response activities. Unnecessary blue light journeys also create additional risks and hazards to firefighters and to the public whilst responding to UFAS incidents and have a detrimental impact on the environment through additional carbon emissions.

Therefore, from 1 July 2023, the SFRS stopped attending automatic fire alarm call outs to commercial business and workplace premises, such as factories, offices, shops and leisure facilities, unless a fire has been confirmed. Duty holders with responsibility for workplace premises should now safely investigate a fire alarm before calling 999, as our control room operators require confirmation of an actual fire, or signs of fire, before sending the nearest resource. For clarity, SFRS will continue to treat multiple activations or systems other than a single smoke detector as a sign of fire.

This change does not apply to sleeping or domestic premises, including hospitals, care homes, hotels or private dwellings, which will continue to receive an immediate emergency response to automatic fire alarm activations.

Across Aberdeenshire dedicated UFAS Champions are in place. They are responsible for monitoring UFAS Incidents locally and making recommendations to the Local Senior Officer for appropriate interventions in line with the SFRS Reducing Unwanted Fire Alarms Policy.

All operational crews in Aberdeenshire receive training in UFAS reduction and provide advice and guidance to duty holders whenever attending such incidents. Fire Safety Enforcement personnel also closely monitor UFAS activity and take proportionate action at each stage of the escalation process, in accordance with current SFRS policy and guidance.

## Local Priority 6: Operational Preparedness and Community Resilience

### **How we worked to improve our performance**

Over the course of this plan, Aberdeenshire has delivered strong progress against this priority, making a meaningful contribution to wider risk and resilience planning through Scottish Fire and Rescue Service internal governance arrangements, the Grampian Local Resilience Partnership (GLRP) and the Aberdeenshire Community Planning Partnership. A fundamental factor in achieving this has been the ability to maintain a workforce with the appropriate skills, deployed in the right locations and available when required. This has been supported through effective establishment management and targeted local recruitment activity.

A central element in delivering this priority is ensuring that we maintain a workforce with the right skills, in the right locations, at the right time. We have consistently achieved this through proactive establishment management and targeted local recruitment. The On Call duty system continues to present challenges, particularly due to turnover associated with changing personal circumstances and retirements, but local managers have worked tirelessly to sustain and enhance appliance availability. This has included focused recruitment campaigns and ongoing engagement with communities to ensure capacity is maintained.

We have continued to develop and strengthen the role of the On Call Support Watch Commander (OCSWC). This role provides vital resilience, offering additional support to maintain appliance availability, drive recruitment activity, support training delivery, and implement new equipment and operational improvements across the area.

Our commitment to multi-agency resilience remains strong. We continue to be an active member of the GLRP, with the Local Senior Officer representing Aberdeenshire at a strategic level and managers contributing to the work of the various sub-groups that support the partnership. We also play an active role in the GLRP exercising and assurance programme, participating in both tabletop and live-play exercises to strengthen preparedness and interoperability across responding agencies.

Over the course of this plan, we have also seen the introduction of new wildfire resources across the area, with strategically placed stations and teams receiving additional training in both equipment and advanced tactical approaches. These improvements represent more than just an increase in capability, it demonstrates a clear and ongoing commitment to ensuring we are prepared for the evolving nature of wildfire risk.

Our stations and crews also undertake a comprehensive training programme including elements such as: Breathing Apparatus (BA), RTC, Trauma care and Incident command. By investing in modern equipment, training strategies and the strategic distribution of resources, we are building a response model that is proactive rather than reactive. This ensures our staff remain ready to respond quickly, safely, and effectively.

Ultimately, these advancements reinforce our dedication to protecting our communities, our environment, and our staff by staying ahead of new threats and adapting to the challenges of an ever-changing landscape.

## **Conclusion**

The current Local Fire and Rescue Plan has provided a strong and effective framework, and good progress continues to be made against the priorities it set out. Personnel across Aberdeenshire remain fully committed to improving safety outcomes and protecting the communities they serve.

Since the establishment of the Scottish Fire and Rescue Service, there has been notable improvement in the delivery of Home Fire Safety Visits and wider Community Safety and Engagement activity across the area. This has been achieved through clear and visible leadership, strong workforce engagement, sustained partnership working, and ongoing development of relationships with local stakeholders. Staff across Aberdeenshire have demonstrated a shared commitment to reducing risk and making communities a safer place in which to live, work, and visit.

From an operational response perspective, the Service has continued to respond effectively to incidents across Aberdeenshire and the wider Grampian area, working closely with partner agencies and utilising dedicated specialist resources where required. This position will be strengthened further through continued engagement in civil contingency arrangements and active participation in the Local Resilience Partnership, ensuring joint training and multi-agency exercising is undertaken to address local risk profiles. This approach supports staff confidence and competence in the roles they perform during emergency response.

Having reviewed existing priorities alongside the Service Strategic Strategy 2025-28 and current local risk and community needs within Aberdeenshire, it is considered that the overarching priorities remain appropriate, with some minor amendments.

## **Recommendation**

It is recommended that the following priorities are taken forward in the new Local Fire and Rescue Plan for Aberdeenshire:

### **Local Priority 1 Risk Management and Safe & Effective Response**

Risk Management and Safe & Effective Response will always be a priority for us. This is critical to minimising harm in our communities and keeping firefighters safe. This priority focuses on our ability to deliver a high-quality incident response across the Local Authority area. This means: ·

- Understanding our risks and developing robust plans that ensure we remain resilient, well-informed, and fully prepared to respond effectively to any incident associated with those risks.
- Maintaining readiness for national threats and major emergencies, ensuring we can support wider resilience arrangements when required.
- Ensuring our staff are trained, competent and properly equipped to manage emergencies safely and effectively, with all stations maintained in a state of operational readiness.

## **Local Priority 2 Non-Fire Emergencies and responding to the impact of Climate Change**

A core element of the SFRS's local role is responding to a wide range of non-fire emergencies, including Road Traffic Collisions (RTCs), water rescues, hazardous materials incidents, extraction from height and supporting partner agencies. The impact of climate change will place increasing pressures on our operational capability as we deal with more frequent severe weather events such as flooding and wildfires.

To meet these emerging risks, we will continue to adapt and enhance our equipment, training, and operational practices, ensuring we remain flexible, resilient, and capable of responding effectively across all incident types to ensure we will maintain the highest standards of public safety while safeguarding the wellbeing of our staff.

## **Local Priority 3 Domestic Fire Safety and Unintentional Harm in the Home**

Domestic Fire Safety and Unintentional Harm in the Home are key aspects of the SFRS work as although we will always respond to every emergency it is far better to prevent them from happening. We will be dedicating more time and resources towards households most at risk of fire. We will work with partner organisations and communities to address existing and new wider safety concerns, including how we contribute to safeguarding vulnerable people.

## **Local Priority 4 Deliberate Fire Setting and Anti-Social behaviour**

Deliberate fires are often linked to wider anti-social behaviour. In response, we will strengthen strategic partnerships across the Local Authority Area to address the behaviours and vulnerabilities that drive fire-setting. Through coordinated, multi-agency prevention activity and improved situational awareness, we will take a more intelligence-led approach. Ongoing monitoring of incident trends and environmental conditions enable early, targeted interventions that will aim to reduce both the occurrence and impact of deliberate fire-setting.

## **Local Priority 5 Non-Domestic Fire Safety Including Accidental Primary and Secondary Fires**

Improved evaluation of our prevention interventions will enhance how we and our partners work to prevent harm. Our approach to fire prevention and enforcement will be driven by a risk-based approach. Working closely with owners and occupiers, we will deliver our local strategy to strengthen fire safety standards and enhance the resilience of business premises across the area. Where incidents do happen reviews and audits will be undertaken to inform our understanding of emerging trends and may trigger thematic audit programmes to address specific areas of risk.

## **Local Priority 6 Unwanted Fire Alarm Signals**

Unwanted Fire Alarm Signals (UFAS) create significant disruption for both the affected premises and the SFRS. Frequent UFAS incidents interrupt normal business operations, impact productivity, and create unnecessary disturbances for staff and customers. For the SFRS, responding to these avoidable call-outs places additional pressure on operational crews, diverting resources from prevention work, training, and emergency response.

Unnecessary blue-light mobilisations also introduce avoidable risks to firefighters and the public, increase road-traffic exposure, and contribute to environmental harm through additional carbon emissions.

By maintaining strong, collaborative relationships with businesses, we aim to minimise disruption, protect business continuity, and reduce operational demand on the SFRS, ensuring that resources remain available for genuine emergencies while supporting a safer and more resilient built environment across the Local Authority Area.

## **Local Priority 7 Community Resilience**

We will work even more closely with communities and build on our success of preventing wider harm, improving wellbeing and helping communities increase their resilience by working with the Local Authority and a wide range of public and third sector partners. Critical to this is listening to and responding to communities' needs as we develop the services we provide. We will continue our commitment to Community Planning and partnership working, Nationally and Locally to improve community safety and wellbeing.

Collectively, these priorities place Aberdeenshire's safety, resilience, and wellbeing at the centre of local fire and rescue activity and will ensure that the Scottish Fire and Rescue Service continue to deliver a modern, effective and community-focused service to the communities across Aberdeenshire. This integrated approach will support safer places to live, work and visit, ensuring that Aberdeenshire remains resilient and well-prepared for the challenges of the years ahead.

**Working together  
for a safer Scotland**



**APPENDIX B**

**SCOTTISH  
FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

# LOCAL FIRE AND RESCUE PLAN

NAME OF LOCAL AUTHORITY

**Safety. Teamwork. Respect. Innovation.**

# Contents

Foreword ( <i>by CPP Chair/external/partnership lead</i> )	X
Introduction ( <i>by LSO</i> )	X
National Context and Challenges ( <i>provided as part of template</i> )	X
Local Context ( <i>local influences and local priorities</i> )	X
Performance Scrutiny	X
Local Priorities	X
Local Priority 1 Title	X
Local Priority 2 Title	X
Local Priority 3 Title	X
Local Priority 4 Title	X
Local Priority 5 Title	X
Local Priority 6 Title	X
Review	X
Contact Us	X

## Foreword

*[This is an optional section.]*

*It is intended as the opportunity for the most appropriate local Councillor, Police and Fire Committee or CPP Chair to complete, dependent on local structures and preferences.*

*This may help establish a strong partnership stake in the plan.]*

# Introduction

*[This is for the LSO to fill in based on local knowledge, to provide:*

- *an overview of national and local challenges*
- *demographic needs of local area, including inequalities, vulnerability, and community risk*
- *commitment and ambitions for improvement]*

# National Context and Challenges

Scottish Ministers set out their specific expectations for the Scottish Fire and Rescue Service (SFRS) in the [Fire and Rescue Framework for Scotland 2022](#). This Framework provides SFRS with seven strategic priorities and objectives, together with guidance on how the delivery of our functions should contribute to the Scottish Government’s Purpose.

The Framework also defines the SFRS purpose as:

***‘To work in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and wellbeing of people throughout Scotland.’***

The SFRS Strategy 2025-28 has been designed to have regard to these national expectations. Set against a complex and evolving backdrop, our Strategy supports delivery of our Purpose, Mission and Vision.

To achieve our ambitions, we have identified five strategic objectives and outcomes. Each objective holds equal value in driving our Strategy forward. As a collective, they define our overall direction and will be central to how we plan our activities and our budget over the next three years.

OBJECTIVE	OUTCOME
<b>Safer Communities through Prevention</b>	<b>Through our work with communities and other organisations, the safety and wellbeing of the people of Scotland improves.</b>
<b>Safe and Effective Response</b>	<b>We are an effective and trusted Fire and Rescue Service where our communities and people are safe.</b>
<b>Investing in our People</b>	<b>Our people feel valued and are supported by a culture that embraces diversity and inclusion, empowerment and accountability.</b>
<b>Improving Performance</b>	<b>Our organisational performance, productivity and resilience continually improves.</b>
<b>Innovation and Investment</b>	<b>We are more innovative and achieve sustained investment in our technology, equipment, estate and fleet, making us more effective and efficient.</b>

This Plan is a statutory Local Fire and Rescue Plan. It sets local direction to meet the strategic objectives and outcomes outlined above; and supports delivery of the SFRS Prevention Strategy. It demonstrates how we will contribute to Community Planning Partnerships (CPPs) within the Local Authority area.

## National Challenges

Over the next three years, the SFRS will operate within a challenging and rapidly evolving national context. This Local Fire and Rescue Plan is developed against a backdrop of sustained financial pressure, changing community risk, and the need for organisational change to ensure services remain effective, sustainable and focused on prevention.

SFRS continues to face real-terms financial constraints despite funding uplifts, with rising costs, inflationary pressures and a substantial backlog in capital investment. Ageing fire stations, fleet and operational systems require modernisation, while the Service must also deliver recurring savings. This national financial environment directly shapes decisions about service delivery models, asset rationalisation and the prioritisation of resources at local level.

Workforce capacity remains a critical national challenge. Recruitment, retention and availability, particularly within the retained duty system are under increasing pressure, especially in rural and remote communities. Supporting staff wellbeing, skills, training and leadership capacity is essential to maintaining safe and reliable emergency response while adapting to new and emerging risks.

The risk profile across Scotland is changing. While accidental dwelling fires continue to decline, demand is increasing from climate-related incidents such as flooding, wildfires and extreme weather events. These incidents are often prolonged, complex and resource-intensive, requiring increased resilience, specialist capability and effective multi-agency coordination. At the same time, demographic change, health inequalities and housing conditions continue to drive vulnerability and risk within communities.

Prevention remains at the core of SFRS's national and local approach. Reducing harm, protecting vulnerable people and building community resilience are central to managing demand and delivering long-term public value. This requires strong collaboration with partners across health, social care, local government and the third sector.

The SFRS Prevention Strategy 2025–2028 sets out a clear ambition to reduce harm, protect firefighters and communities, and manage demand through a universal prevention offer delivered proportionately according to risk, vulnerability and inequality. Local Fire and Rescue Plans are a key mechanism for delivering the Prevention Strategy at local level. They translate national prevention priorities into locally tailored actions, ensuring that community safety engagement, protection and preparedness activity is informed by local risk profiles, partnership intelligence and community need.

In response to some of the challenges we face, SFRS is progressing its Strategic Service Review Programme (SSRP). A priority for the next three-years, SSRP will focus on providing firefighters with modern facilities, fleet and equipment to enhance community and firefighter safety, how and where we deliver our services from, and ensuring our corporate services are as efficient and effective as possible. These changes are necessary to ensure resources are targeted where risk is greatest, while maintaining public confidence and local accountability.

This Local Fire and Rescue Plan translates this national context into local priorities, reflecting the specific risks, needs and characteristics of communities. It sets out how SFRS will work with partners to deliver prevention, protection and response activities in a way that supports safer communities while contributing to the Service's wider strategic aims for Scotland.

By focusing on prevention, collaboration and early intervention, this Plan supports public service reform and delivers better outcomes for our local communities.

## Local Context

*[Brief overview of the Area.]*

*[Information could include:*

- Local Authorities covered
- Population
- Number and type of stations
- Any key Prevention and Protection considerations
- Local Resilience Partnerships
- Local partnership outcomes, including LOIPs, Health and Social Care Plans, Community Justice Plans – their focus and SFRS commitment and contribution.]

Insert Local Authority Maps/Wards

NB – these may have changes since last publication

## **Performance Scrutiny**

*[Add details of who scrutinises performance and frequency of reporting.]*

# Local Priorities

[This table is optional but can be used to list your local priorities and explain how local priorities were derived. What information was used to show that these priorities are most important to the local area].

[The table below can be used/amended to show how local priorities align to Local Outcome Improvement Plans].

- Priority 1.                    Insert local priority title
- Priority 2.                    Insert local priority title
- Priority 3.                    Insert local priority title
- Priority 4.                    Insert local priority title
- Priority 5.                    Insert local priority title
- Priority 6.                    Insert local priority title
- Priority 7.                    Insert local priority title

	SFRR Local Area Plan Priorities						
LOIP Outcomes	Priority 1 Insert local priority title	Priority 2 Insert local priority title	Priority 3 Insert local priority title	Priority 4 Insert local priority title	Priority 5 Insert local priority title	Priority 6 Insert local priority title	Priority 7 Insert local priority title
<b>Outcome 1</b> Insert LOIP Outcome description	✓						
<b>Outcome 2</b> Insert LOIP Outcome description		✓					
<b>Outcome 3</b> Insert LOIP Outcome description			✓				
<b>Outcome 4</b> Insert LOIP Outcome description				✓			
<b>Outcome 5</b> Insert LOIP Outcome description					✓		
<b>Outcome 6</b> Insert LOIP Outcome description						✓	
<b>Outcome 7</b> Insert LOIP Outcome description							✓

[Remove tick as appropriate]

# Local Priorities

[NB: LSO Team responsible for determining how many local priorities are required. Please add to or remove from template as necessary].

## 1. <Insert priority>

---

### Background:

Risk profile identifying reason for priority including brief trend/benchmarking information where appropriate.

### We will achieve it by:

- List objectives to achieve the priority here.

### Performance Indicators:

- List performance indicators to be used to monitor progress – this will form the basis for your scrutiny reports.

### Local Prevention Activity\*:

#### Community Safety Engagement:

- List Community Safety Engagement activity that will take place to support the SFRS Prevention Strategy.

#### Protection:

- List Protection activity that will take place to support the SFRS Prevention Strategy.

#### Preparedness:

List Preparedness activity that will take place to support the SFRS Prevention Strategy

### Expected Outcomes:

- Refer to LOIP outcome where appropriate.

**Delivering Against Strategic Objective:** <Please choose the relevant Strategic Objective that this priority refers to: Safer Communities through Response, Safe and Effective Response, Investing in our People, Improving Performance, Innovation and Investment.>

\*Not all Priorities will have a relevant corresponding Prevention Activity

## 2. <Insert priority>

---

### **Background:**

*Risk profile identifying reason for priority including brief trend/benchmarking information where appropriate.*

### **We will achieve it by:**

- *List objectives to achieve the priority here.*

### **Performance Indicators:**

- *List performance indicators to be used to monitor progress – this will form the basis for your scrutiny reports.*

### **Local Prevention Activity\*:**

#### **Community Safety Engagement:**

- *List Community Safety Engagement activity that will take place to support the SFRS Prevention Strategy.*

#### **Protection:**

- *List Protection activity that will take place to support the SFRS Prevention Strategy.*

#### **Preparedness:**

*List Preparedness activity that will take place to support the SFRS Prevention Strategy*

### **Expected Outcomes:**

- *Refer to LOIP outcome where appropriate.*

**Delivering Against Strategic Objective:** <Please choose the relevant Strategic Objective that this priority refers to: Safer Communities through Response, Safe and Effective Response, Investing in our People, Improving Performance, Innovation and Investment.>

\*Not all Priorities will have a relevant corresponding Prevention Activity

### 3. *[Insert priority]*

---

#### **Background:**

*Risk profile identifying reason for priority including brief trend/benchmarking information where appropriate.*

#### **We will achieve it by:**

- *List objectives to achieve the priority here.*

#### **Performance Indicators:**

- *List performance indicators to be used to monitor progress – this will form the basis for your scrutiny reports.*

#### **Local Prevention Activity\*:**

#### **Community Safety Engagement:**

- *List Community Safety Engagement activity that will take place to support the SFRS Prevention Strategy.*

#### **Protection:**

- *List Protection activity that will take place to support the SFRS Prevention Strategy.*

#### **Preparedness:**

- *List Preparedness activity that will take place to support the SFRS Prevention Strategy.*

#### **Expected Outcomes:**

- *Refer to LOIP outcome where appropriate.*

**Delivering Against Strategic Objective:** <Please choose the relevant Strategic Objective that this priority refers to: Safer Communities through Response, Safe and Effective Response, Investing in our People, Improving Performance, Innovation and Investment.>

\*Not all Priorities will have a relevant corresponding Prevention Activity

## 4. *[Insert priority]*

---

### **Background:**

*Risk profile identifying reason for priority including brief trend/benchmarking information where appropriate.*

### **We will achieve it by:**

- *List objectives to achieve the priority here.*

### **Performance Indicators:**

- *List performance indicators to be used to monitor progress – this will form the basis for your scrutiny reports.*

### **Local Prevention Activity\*:**

#### **Community Safety Engagement:**

- *List Community Safety Engagement activity that will take place to support the SFRS Prevention Strategy.*

#### **Protection:**

- *List Protection activity that will take place to support the SFRS Prevention Strategy.*

#### **Preparedness:**

- *List Preparedness activity that will take place to support the SFRS Prevention Strategy.*

### **Expected Outcomes:**

- *Refer to LOIP outcome where appropriate.*

**Delivering Against Strategic Objective:** <Please choose the relevant Strategic Objective that this priority refers to: Safer Communities through Response, Safe and Effective Response, Investing in our People, Improving Performance, Innovation and Investment.>

\*Not all Priorities will have a relevant corresponding Prevention Activity

## 5. *[Insert priority]*

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### **Background:**

*Risk profile identifying reason for priority including brief trend/benchmarking information where appropriate.*

### **We will achieve it by:**

- *List objectives to achieve the priority here.*

### **Performance Indicators:**

- *List performance indicators to be used to monitor progress – this will form the basis for your scrutiny reports.*

### **Local Prevention Activity\*:**

#### **Community Safety Engagement:**

- *List Community Safety Engagement activity that will take place to support the SFRS Prevention Strategy.*

#### **Protection:**

- *List Protection activity that will take place to support the SFRS Prevention Strategy.*

#### **Preparedness:**

*List Preparedness activity that will take place to support the SFRS Prevention Strategy.*

### **Expected Outcomes:**

- *Refer to LOIP outcome where appropriate.*

**Delivering Against Strategic Objective:** *<Please choose the relevant Strategic Objective that this priority refers to: Safer Communities through Response, Safe and Effective Response, Investing in our People, Improving Performance, Innovation and Investment.>*

\*Not all Priorities will have a relevant corresponding Prevention Activity

## 6. *[Insert priority]*

---

### **Background:**

*Risk profile identifying reason for priority including brief trend/benchmarking information where appropriate.*

### **We will achieve it by:**

- *List objectives to achieve the priority here.*

### **Performance Indicators:**

- *List performance indicators to be used to monitor progress – this will form the basis for your scrutiny reports.*

### **Local Prevention Activity\*:**

#### **Community Safety Engagement:**

- *List Community Safety Engagement activity that will take place to support the SFRS Prevention Strategy.*

#### **Protection:**

- *List Protection activity that will take place to support the SFRS Prevention Strategy.*

#### **Preparedness:**

- *List Preparedness activity that will take place to support the SFRS Prevention Strategy.*

### **Expected Outcomes:**

- *Refer to LOIP outcome where appropriate.*

**Delivering Against Strategic Objective:** <Please choose the relevant Strategic Objective that this priority refers to: Safer Communities through Response, Safe and Effective Response, Investing in our People, Improving Performance, Innovation and Investment.>

\*Not all Priorities will have a relevant corresponding Prevention Activity

## Review

To ensure this Local Fire and Rescue Plan remains flexible to emerging local or national priorities a review may be carried out at any time but will be reviewed at least once every three years.

A review may also be carried out if the Scottish Minister directs it or if a new Strategic Plan is approved. Following a review, the Local Senior Officer may revise the Plan.

## Contact Us

We are fully committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public and our partners.

We use all feedback we receive to monitor our performance and incorporate this information into our planning and governance processes in order to continually improve our service. We are proud that the majority of feedback we receive is positive and we are keen to hear examples of good practice and quality service delivery that exemplifies the standards of service that we strive to provide for the communities of Scotland.

If you have something you would like to share with us or you require additional information, you can get in touch in a number of ways:

Write to:	Scottish Fire and Rescue Service [Address 1] [Address 2] [Address 3] [Post Code]
Phone:	[Telephone number including area code]
Visit our website:	<a href="http://www.firescotland.gov.uk">www.firescotland.gov.uk</a>
Follow us on Twitter	[Insert twitter address]
Like us on Facebook	Scottish Fire and Rescue Service



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FIRE AND RESCUE SERVICE

Working together for a safer Scotland

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# SCOTTISH FIRE AND RESCUE SERVICE


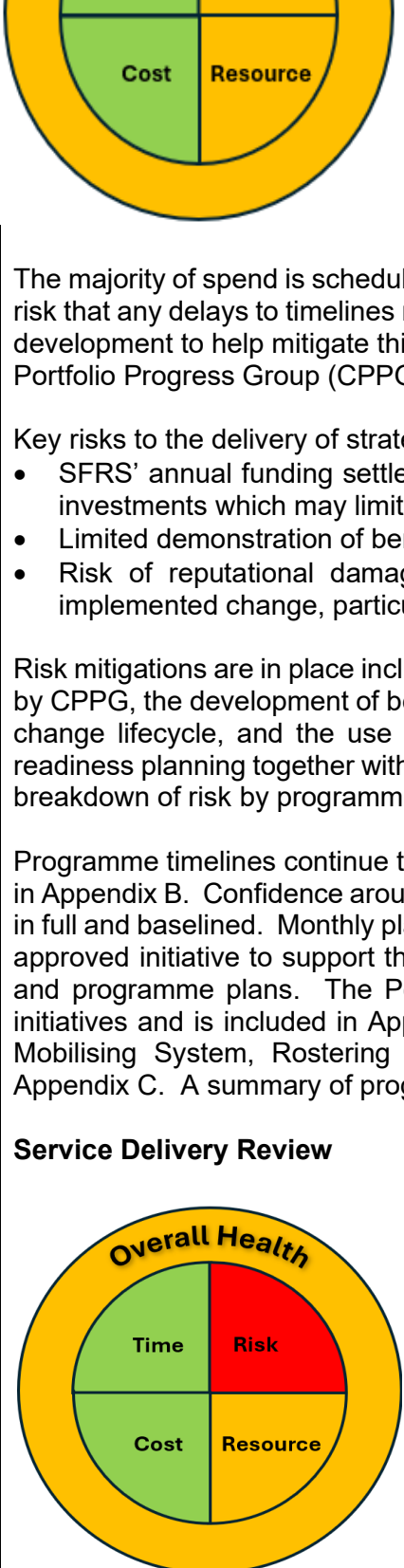
## Strategic Planning and Change Committee



Report No: C/SPCC/09-26

Agenda Item: 9.1

<b>Report to:</b>	<b>STRATEGIC PLANNING AND CHANGE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>14 MAY 2026</b>						
<b>Report Title:</b>	<b>PORTFOLIO PROGRESS SUMMARY REPORT – DATA AS OF 2 APRIL 2026</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPPC) with an overview of the delivery progress to date of the Strategic Change Portfolio in the following areas – time, cost and resource; taking account of risk and interdependencies.						
<b>2</b>	<b>Background</b>						
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 four distinct programmes: Service Delivery Review (SDR), Enabling Infrastructure (EI), Corporate Services Review (CSR) and Organisational Culture and Leadership (OCL).						
2.2	<b>Service Delivery Review</b>						
2.2.1	The central objective of the Service Delivery Review programme is to implement changes to the SFRS station and appliance footprint and duty systems to match operational resources with risk and demand. 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.						
2.3	<b>Corporate Services Review</b>						
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.						
2.4	<b>Enabling Infrastructure</b>						
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.						
2.5	<b>Organisational Culture and Leadership</b>						
2.5.1	The Organisational Culture and Leadership Programme will drive cultural and leadership transformation across SFRS. Its scope includes values, standards and behaviours; diversity, inclusion and workforce development; leadership and talent; engagement, communication and wellbeing; pay, reward and agile working.						

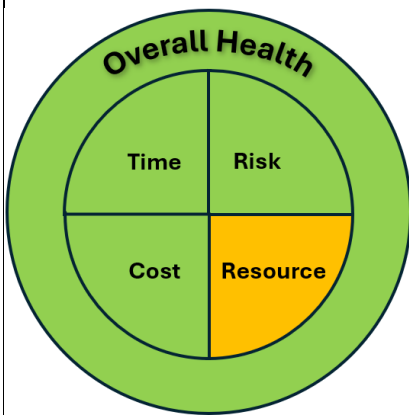
3	Main Report/Detail	
3.1		Overall health across the portfolio is Amber. All four programmes within the portfolio have approved programme briefs and the detailed definition of each programme is ongoing.
3.2		Most individual initiatives have agreed business cases in place. The total approved spend over the next three years is £51.66Million with £11.28Million profiled for this financial year. Full costs for Corporate Business Solutions and Self-Contained Breathing Apparatus will be confirmed following the completion of procurement. Appropriate allocations have been made within the budget aligned with projected costs. A more detailed breakdown is available in Appendix E.
3.3		The majority of spend is scheduled for the latter half of the financial year with the associated risk that any delays to timelines may impact achievability of spend. Spend profiles are under development to help mitigate this risk and monthly reporting will be provided to the Change Portfolio Progress Group (CPPG) on spend against profile.
3.4	<p>Key risks to the delivery of strategic change include:</p> <ul style="list-style-type: none"> <li>• SFRS’ annual funding settlement being insufficient to meet all of the planned Portfolio investments which may limit the pace of change</li> <li>• Limited demonstration of benefits realised against strategic outcomes</li> <li>• Risk of reputational damage if there is a perception that SFRS has ineffectively implemented change, particularly in relation to Service Delivery Review.</li> </ul>	
3.5		Risk mitigations are in place including the ongoing monitoring and scrutiny of portfolio spend by CPPG, the development of benefit profiles and realisation plans at an earlier stage in the change lifecycle, and the use of robust processes for public consultation and business readiness planning together with the use of independent scrutiny and assurance. A detailed breakdown of risk by programme is provided in Appendix D.
3.6		Programme timelines continue to be developed and are incorporated into the Portfolio Plan in Appendix B. Confidence around deliverability will remain limited until plans are completed in full and baselined. Monthly planning and resourcing sessions have been set up with each approved initiative to support the ongoing development and ongoing monitoring of project and programme plans. The Portfolio Progress Dashboard provides details of individual initiatives and is included in Appendix A. An overview of business readiness for the New Mobilising System, Rostering and the Corporate Services Restructure is included in Appendix C. A summary of programme progress is set out in the following paragraphs.
3.7	<p><b>Service Delivery Review</b></p> 	<p>The overall programme status is Amber. Key achievements this reporting period are:</p> <ul style="list-style-type: none"> <li>- Revised plan agreed by the Programme Board</li> <li>- Approval of full suite of recommendations by the SDR Programme Board</li> </ul>

3.8 The SFRS Board is scheduled to meet 16 June 2026 to consider and decide on the options. Preparatory activity is under way for this.

3.9 From the end of May, the programme will operate with significantly reduced capacity, as the majority of contracts will have ended or are due to end. This presents a risk to the turn around of materials and as a result the resourcing risk has been escalated to Red on 9 April. Other significant risks include the ability to fully realise reinvestment benefits, the potential for legal challenge in relation to the consultation process, and wider reputational risk. A further Red risk was also raised on 9 April concerning the introduction of new or alternative change options that are not supported by the agreed evidence base and analysis.

3.10 There is an allocation of £272K within the SFRS 2026/27 budget. Discussions are in progress around what this may be required for and the approval process that will need to be followed to utilise the funding.

3.11 **Corporate Services Review**



The overall programme status is Green. Key achievements this reporting period are:  
Approval of the Outline Business Case for Corporate Business Solutions

Decommissioning of paper payslips

Completion of the Pay and Reward Framework Review by Alvarez and Marsal

Handover by Big Motive of the initial iteration of the Service Catalogue and associated outputs

3.12 A Procurement Category Lead has been assigned to Corporate Business Solutions and the User Intelligence Group has been established. Development of job profiles for the project team is in progress and recruitment to key roles including Senior Project Manager has been initiated. Availability of resource will continue to be a risk to delivery until these roles are filled. £766K has been allocated to the project in FY2026/27 and achievability of this spend in-year will be kept under review.

3.13 The Pay and Reward Framework Review recommendations have been presented to the Senior Leadership Team with next steps to be agreed.

3.14 **Enabling Infrastructure**

The overall status of the programme is Amber. Key achievements this reporting period are:



Completion of Stage 1 Assurance Gate moving through to Programme Definition;

Appointment of Project Manager to Self-Contained Breathing Apparatus;

Commencement of second phase of Site Acceptance Testing for New Mobilising System;

User Acceptance Testing completed in the North SDA for In-Vehicle Systems

3.15	<p>Delays continue to be experienced with the User Acceptance Testing of the Roster module which has implications for the New Mobilising System (NMS). To mitigate this risk a change request is being progressed that will move the integration between Roster and Computer Aided Dispatch (CAD) to the second phase of the NMS project. The timeline for implementation of the Roster module remains challenging and supplier performance is a significant issue. Escalation is being undertaken with support from the Strategic Leadership Team. Whilst some progress has been made, there remain concerns around the supplier's delivery quality and pace. The delivery schedule is to be agreed.</p>
3.16	<p>The New Mobilising System continues to report compressed timescales for the implementation of the CAD. A resolution has been identified for the issue with SFRS' integration platform for the CAD (Boomi) and the team are working closely with the supplier to try and have this in place within the required timeframe. The team has advised that escalation is not needed at this time and overarching timelines currently remain on track</p>
3.17	<p>Following feedback from other UK fire services and to mitigate procurement risks for the Self-Contained Breathing Apparatus, an external review of procurement strategy is being undertaken. An alternative internal commissioning option is also being considered. There are resource constraints in Procurement and Legal, and it is anticipated this additional piece of work will delay the publication of the tender slightly. The project is profiled to spend £4.172 million (Capital) and £906K (Resource) this financial year. The achievability of this spend will be kept under review.</p>
3.18	<p><b>Organisational Culture and Leadership</b></p> <div data-bbox="272 972 679 1375"> </div> <p>The overall status of the programme is Green. Key achievements this reporting period are:</p> <p>Approval of the Programme Brief by the Change Portfolio Investment Group.</p>
3.19	<p>The programme will be overseen by a dedicated board led by an SLT member, with an advisory panel including Trade Unions and external advisors, and will replace existing culture groups, ensuring alignment with organisational priorities and workforce considerations. The terms of reference for the advisory board are being finalised with the first meeting scheduled for late June/early July.</p>
3.20	<p>Project briefs for key culture and leadership initiatives will be presented to SLT for review and approval in early May. These include:</p> <ul style="list-style-type: none"> <li>• Leadership and Management Development</li> <li>• Employee Voice, Networks Review</li> <li>• Inclusive Hiring Practices Review</li> <li>• Enhancing Female Firefighter Experience: Estates, Facilities and Equipment</li> <li>• SFRS Values Review</li> <li>• Safety, Standards, and Performance.</li> </ul>
3.21	<p>Funding for the programme has been included in the 2026/27 budget to support delivery. Discussions are ongoing as to the optimal use for this and formal approval will need to be sought to draw funding down. Discussions are ongoing around how the different elements of the programme will be resourced.</p>

3.22	<p><b>Portfolio Resourcing</b></p> <p>Across the portfolio, availability of resource has been identified as a risk to the pace of delivery. There are two components to the risk. The first relates to core project resourcing and the second element to the wider organisational capacity to deliver change. Most approved initiatives have agreed business cases in place that include funding for project management and project teams where required. Whilst this provides certainty to individual initiatives, it limits the opportunity to flex resource capacity across the portfolio to meet fluctuating demand.</p>
3.22	<p>Whilst the recruitment process for the Corporate Business Solutions project team has begun, multiple fixed term contracts are scheduled to end this Summer for Service Delivery Review. There is a risk that SFRS loses colleagues with organisational experience and knowledge and then subsequently needs to recruit change professionals a short time later. To mitigate this risk the overall anticipated core project resource demand for the portfolio for the next three years has been quantified and options are being developed around how change could be resourced going forward including ensuring there is great flexibility around how change resource is deployed across different initiatives.</p>
3.21	<p>In tandem, the Organisational Culture and Leadership Programme has identified certain initiatives which can be delivery by Business as Usual resource. The resourcing approach is under discussion for the overarching programme co-ordination and any project management support that may be required.</p>
3.22	<p>Organisational constraints will continue to be experienced around the volume of change it is possible to SFRS to deliver at any one time. Monthly sessions have been set up to support project and programme managers with detailed planning and comprehensive resource mapping to mitigate this risk. Plans will be baselined and commitment of resource confirmed.</p>
<b>4</b>	<b>Recommendation</b>
4.1	<p>The Strategic Planning and Change Committee is asked to:</p> <ul style="list-style-type: none"> <li>• Scrutinise the contents of the current report; and</li> <li>• Note the progress and associated constraints across the Change Portfolio.</li> </ul>
<b>5</b>	<b>Key Strategic Implications</b>
5.1 5.1.1	<p><b>Risk Appetite and Alignment to Risk Registers</b></p> <p>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.</p>
5.2 5.2.1	<p><b>Financial</b></p> <p>The overall spend for the Strategic Change Portfolio over the next three Financial Years per approved Business Cases is £51.66Million. Spend for FY2026/27 is £11.28Million.</p>
5.3 5.3.1	<p><b>Environmental &amp; Sustainability</b></p> <p>There are no direct key environmental &amp; sustainability implications arising from this report.</p>
5.4 5.4.1	<p><b>Workforce</b></p> <p>Resource capacity has been highlighted as a risk across the whole of the portfolio. There are approved business cases in place for many initiatives that provide funding for dedicated project teams. This funding model does limit options for utilising resources across multiple initiatives. Multiple fixed-term contracts for project management and support are scheduled to end in the Summer. Resource requirements for the portfolio have been quantified and</p>

	options for optimising funding and resource capacity are being developed and will be presented to SLT for consideration and approval.	
5.5	<b>Health &amp; Safety</b>	
5.5.1	There are no direct Health and Safety implications associated with this report.	
5.6	<b>Health &amp; Wellbeing</b>	
5.6.1	There are no direct Health and Wellbeing implications associated with this report.	
5.7	<b>Training</b>	
5.7.1	Training resource will be required across various projects. The development of Training Strategies and Training plans form part of Business Readiness planning.	
5.8	<b>Timing</b>	
5.8.1	There are no direct timing implications arising from this report.	
5.9	<b>Performance</b>	
5.9.1	Portfolio performance is monitored on a monthly basis and presented to the Change Portfolio Progress Group. Overall portfolio health is Amber with development of more comprehensive plans in progress which will provide greater confidence and visibility around achievability.	
5.10	<b>Communications &amp; Engagement</b>	
5.10.1	There are no direct key communication and engagement implications arising from this report.	
5.11	<b>Legal</b>	
5.11.1	There are no direct key legal implications arising from this report.	
5.12	<b>Information Governance</b>	
5.12.1	A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this report.	
5.13	<b>Equalities</b>	
5.13.1	An Equalities Impact Assessment is not required as there is no personal/sensitive information on this report.	
5.14	<b>Service Delivery</b>	
5.14.1	There are no direct key Service Delivery implications arising from report.	
5.15	<b>Prevention</b>	
5.15.1	There are no direct key Prevention implications arising from this report.	
<b>6</b>	<b>Core Brief</b>	
6.1	Not applicable	
<b>7</b>	<b>Assurance (Board/Committee Meetings ONLY)</b>	
7.1	<b>Director:</b>	Sarah O'Donnell, Deputy Chief Officer (Corporate Services) Andy Watt, Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b>	Substantial/Reasonable/Limited/Insufficient
7.2	<b>Rationale:</b>	The report is based upon the regular highlight reporting by each project and programme and the monitoring of progress across the portfolio. Time, quality and resources are reviewed based

		on a red and amber escalation RAG status, including key dependencies and interdependencies.	
<b>8</b>	<b>Appendices/Further Reading</b>		
8.1	Appendix A – Portfolio Progress Dashboard.		
8.2	Appendix B – Portfolio Plan on a Page		
8.3	Appendix C – Business Readiness Report		
8.4	Appendix D – Portfolio Programme Risk Report		
8.5	Appendix E – Portfolio Summary Spend Profile		
<b>Prepared by:</b>	Heather Martin, Change Centre of Excellence Manager		
<b>Sponsored by:</b>	Sarah O'Donnell, Deputy Chief Officer (Corporate Services) Andrew Watt, Deputy Chief Officer		
<b>Presented by:</b>	Curtis Montgomery, Head of Strategy and Change		
<b>Links to Strategy and Corporate Values</b>			
This report provides an overview of some of the key enablers for SFRS becoming more innovative and achieving sustained investment in technology, equipment, estate and fleet, making us more effective and efficient.			
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification</b>	<b>Meeting Approvals/Outcomes</b>
<i>Change Portfolio Progress Group</i>	<i>20/04/2026</i>	<i>For Scrutiny</i>	<i>CPPG requested visual representation be added for overall health of portfolio. CPPG requested SDR Phase 2 be added to the Pipeline on the Portfolio Dashboard CPPG requested wording around Red risk for resourcing for Service Delivery Review be reworded to reflect risk applies specifically to consultation element of the programme.</i>
<i>Strategic Planning and Change Committee</i>	<i>14/05/2026</i>	<i>For Scrutiny</i>	

APPENDIX A – Portfolio Progress Summary Report April 2026

Programme Title	Overall Health	Time	Cost	Risk	Resource	Next Milestone	Planned Date	Latest Scheduled Date
<b>Corporate Services Review Programme (CSR)</b>	●	●	●	●	●	Publication of Service Management Framework and Catalogue	30/04/26	30/04/26
<p>Programme Overall Health status is Green. This is driven by:                      Time is Green as initiatives have delivered outputs on schedule. Closure report and lessons learned from People, Payroll and Finance will be presented to May meeting of Strategic Planning and Change Committee. Cost RAG is held at Green, project initiative spend aligned with allocated budget for financial year 2025/26. Risk is Green with one significant risk (20) relating to potential market challenge, as legacy contracts have expired or been extended beyond their original term. This could expose SFRS to legal challenge and reputational damage. Skills and Resource remains Amber – whilst there is not yet project management resource attached to the programme, funding has been committed and recruitment to Corporate Business Solutions has been initiated.</p>								
<b>Enabling Infrastructure Programme (EI)</b>	●	●	●	●	●	Programme Plan Approved	30/09/25	14/04/26
<p>Programme Overall Health status is Amber. This is driven by:                      Time RAG remains Amber due to ongoing Roster User Acceptance Testing issues and associated schedule impact. Supplier escalations are ongoing. The overall Risk RAG is Green with one significant risk (16) that sufficient short- and long-term funding has not been fully identified due to annual budget constraints and project budget volatility, potentially impacting the delivery of programme benefits and outcomes. Cost RAG is green - funding has been committed for the extension to the Rostering project. Resource RAG remains Amber. Project management resource is now in place for Self-Contained Breathing Apparatus. CivTech has requested project management support and discussions are ongoing to understand what is required and how it may be resourced. Resourcing levels for Rostering continue to be challenging. Sickness absence has reduced project management capacity. The additional Central Staffing roles to support Rostering have not yet been fulfilled and one of the Station Commanders working on the project will retire prior to the project closing. DaTS colleagues continue to work on the project but are facing significant challenges balancing this with other organisational priorities.</p>								
<b>Service Delivery Review Programme (SDR)</b>	●	●	●	●	●	SFRS Board Decision on Options	18/12/25	16/06/26
<p>Programme Overall Health is Amber, due to the following:                      Time RAG is Green under the new baseline, however several associated risks remain. Risk RAG is Red - significant risks include the ability to fully realise reinvestment benefits, the potential for legal challenge in relation to the consultation process, and wider reputational risk. A further Red risk has also been raised concerning the introduction of new or alternative change options that are not supported by the agreed evidence base and analysis. Cost RAG is Green with no additional costs to report. The current business case has been extended to end of May 2026. Skills and Resource RAG remains Amber, as 80% of the team are on temporary contracts all scheduled to conclude by Summer 2026.</p>								








OFFICIAL

Programme Title	Overall Health	Time	Cost	Risk	Resource	Next Milestone	Planned Date	Latest Scheduled Date
<b>Organisational Culture and Leadership Programme</b>	●	●	●	●	●	Approval of project briefs at SLT	04/06/26	04/06/26
<p>Programme Overall Health is Green due to the following:            Time is Green - Programme Brief was approved by CPIG in March and will be overseen by a dedicated board led by an SLT member with an advisory panel including Trade Unions and external advisors, and will replace existing culture groups ensuring alignment with organisational priorities and workforce considerations. Cost is Green as there is funding identified for this programme in FY2026/27. Resource is Amber due to no programme or project support currently being available. Discussions are ongoing around which elements of the programme will be delivered by Business As Usual resource and whether it may be necessary to seek approval to use some of the funding for additional programme or project support.</p>								

Corporate Services Review Programme (CSR)								
Project Title	Overall Health	Time	Cost	Risk	Resource	Next Milestone	Planned Date	Latest Scheduled Date
<b>Corporate Business Solutions (CBS)</b>	●	●	●	●	●	Meeting with Digital Assurance Office to arrange the Business Justification Gate	27/04/26	27/04/26
Overall Health for the Project is Amber. Time status is Amber – delivery against schedule is dependent on recruitment of project team and procurement route. Cost RAG is Green. Skills & Resource is Red – the project does not have a Project Manager and other key roles are also vacant. Job profiles are being drafted and the recruitment process has begun with the role of Senior Project Manager prioritised. Preparations are ongoing for the first Digital Assurance Office Stage								
Enabling Initiatives	Next Milestone						Planned Date	Latest Scheduled Date
<b>Service Management</b>	Service Management Strategy and Catalogue Created						31/03/26	31/03/26
All interviews with Corporate Services service providers completed. Service catalogue recording form piloted. Interim findings provided in summary report.								
<b>Pay &amp; Reward Framework Review</b>	Presentation to Support Staff Trade Unions						09/04/26	09/04/26
Alvarez and Marsal review concluded. Findings and a recommendation presented to SLT 31 March 2026. The Reward Team will scope out the approved recommendations as part of Phase 2 and present findings to May Programme Board following SLT decision								

Enabling Infrastructure Programme (EI)								
Project Title	Overall Health	Time	Cost	Risk	Resource	Next Milestone	Planned Date	Latest Scheduled Date
<b>Rostering</b>						Rostering Plan Re-Baseline at Project Board	03/04/26	03/04/26
<p>Overall Health for the Project is Red; Time RAG remains at Red due to the project's inability to meet the planned UAT date . A Change Request was approved at CPIG on 23/02/26 to extend schedule to September, however, the revised timeline cannot yet be baselined pending further information from the supplier. Cost RAG remains Red as the project will need to extend both the Kronos contract and project team contracts while UAT issues continue. As a result, the project is forecasting an overspend against the 2025/26 budget. Skills and Resources remain Amber due to the limited team size. The additional Central Staffing resources that were agreed, have not yet joined the project and SC is due to retire in August. Risk is Amber (4 risks rated 16). Key risks include delays to the Gartan system impacting UAT and risking implementation before Kronos decommissioning (30 Sept 2026); limited post-go-live access to availability, payroll and roster data leading to manual workarounds and potential mobilisation errors; inadequate BCPs due to insufficient guidance affecting service continuity; and pressure on a small project team causing wellbeing, capacity and delivery risks.</p>								
<b>New Mobilising System</b>						CAD Site Acceptance Testing Complete	15/05/26	15/05/26
<p>Overall Health for the Project is Amber; Issue relating to integration to SFRS Boomi Enterprise Integration Platform: Options being explored with supplier. CR being prepared following updated CAD plan received from Motorola. Time RAG remains Amber due to continued compressed delivery timescales. The project is actively managing all risks and will escalate any impacts to the critical path as required. Cost RAG is Green. Skills and Resources remain Green. Risk is Amber, driven by a significant risk (16) that the Boomi solution will not be delivered in time for inclusion in SAT Round 2 (mid-April). This would require an additional SAT cycle, leaving limited time for defect resolution ahead of UAT. There are also three additional risks rated 12.</p>								
<b>ESMCP / In-Vehicle Systems</b>						Completion of Samsung tablet Dock installs (in-line with CF33 and San A installs).	01/06/27	05/10/26
<p>Overall Health for the Project is Amber; Time is Amber due to some minor delays on ESN Data First, where tasks or milestones are running behind schedule, and supplier delays and challenges on the IVS project. The IVS Project plan has been re-baselined with revised milestone dates. ESMCP: Readiness Assessment paperwork completed for submission; developments continue on devices. Three Trainers recruited. IVS: Hardware delivered and logged; Guardian Fire pilot progressing positively with issues being resolved. Risk status is Amber due to slipping timescales and unknown factors outwith SFRS control.</p>								

Enabling Infrastructure Programme (EI)								
Project Title	Overall Health	Time	Cost	Risk	Resource	Next Milestone	Planned Date	Latest Scheduled Date
<b>Safety and Assurance Management System (eSAMs)</b>	●	●	●	●	●	Stage Gate Assurance (Planning to Delivery)	08/04/26	08/04/26
Overall Health for the Project is Green. Time is assessed as Green given the project re-baseline. Costs are assessed as Green based on the contract and approved Business Case. Resources are Green. Test Manager resource support secured via ESMCP. Risk is Green, with two low-level risks (rated 9) concerning resourcing constraints caused by competing priorities and potential optimism bias leading to underestimation of delivery effort and benefits.								
<b>Self-Contained Breathing Apparatus</b>	●	●	●	●	●			
Overall Health for the project is Amber. Time is Amber – the Devon and Somerset Framework was released on time which reduces the risk of a delay to tender. However, an external review of procurement strategy is being pursued. Internal commissioning options are also being considered. User trials are progressing well. Cost is Amber as discussions around capital/resource split are ongoing. Resource is Green - a Project Manager has been assigned to the project.								
<b>CivTech - Situational Awareness</b>						Beta Release	30/04/26	30/04/26
02/03/26, Quarterly Update: The SFRS project work commenced in February 2025 and is expected to have a release date of July 2026. Following engagement sessions and representatives from Rowden Technologies Ltd, observing incident command training we have developed an Alpha version of the software which was released to pilot users to test viability of the product in February 2026. Further development is underway following the feedback which will shape the Beta release in April 2026. This will be supported with appropriate support and training materials from Rowden. Alpha testing was carried out by a range of SFRS staff with a broad range of background and experience, whilst minor adjustments were recommended by users the overall feedback was extremely positive with clear benefits being noted, supporting the overall aim of the project. There are 5 key milestones remaining for the development of the project and we are transitioning towards the formal SFRS delivery project model.								
<b>CivTech – Contaminants</b>						FE & OT, Gas Sensors, Marketing	27/04/26	27/04/26
14/04/25, Quarterly Update: Project is at “Stage 6: Pre Commercial Phase” which, for this initiative commenced in November 2025 and is expected to run for 2 years until October 2027. There are three tiers of governance, which work alongside and support the efforts and processes of the team from the Safety and Assurance Function, who manage the day-to-day relationship, development and embedding work on this project. A request for operational colleague volunteers for the testing phase May-August has been issued in the Weekly Brief 24/3/2026 and Managers Brief 25/03/2026. Testing plans will be developed and communicated to interested participants before May. A Note of Interest is being advertised to seek a Watch Commander Day Duty role to support work on the project for 6 months throughout the testing phase.								

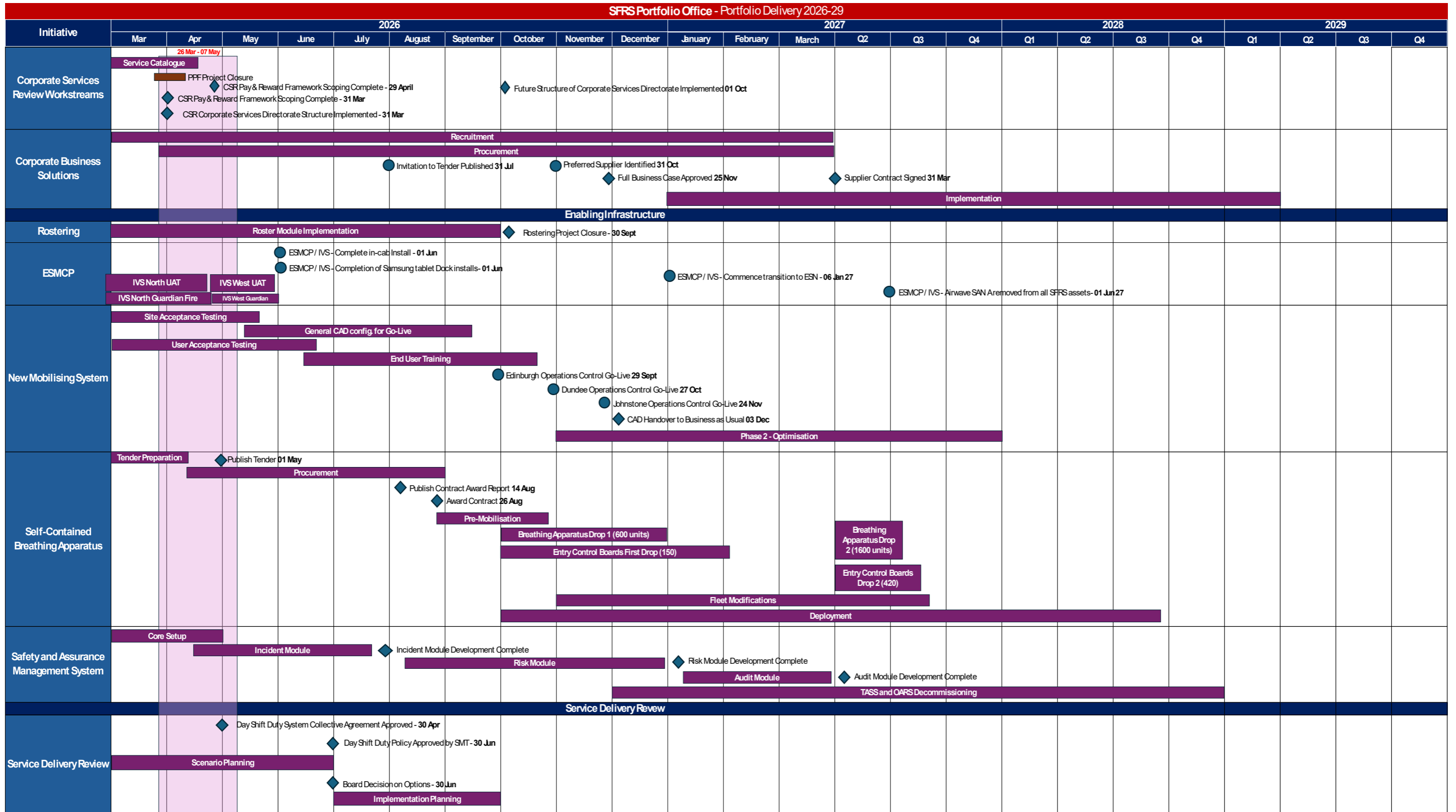
Service Delivery Review Programme (SDR)							
Project Title	Overall Health	Time	Cost	Resource	Next Milestone	Planned Date	Latest Scheduled Date
<b>Public Consultation</b>					SFRS Board Decision on Options	18/12/25	16/06/26
Time RAG is Green under the new baseline, however several associated risks remain. Risk RAG is Red - significant risks include the potential for legal challenge and wider reputational risk. Cost RAG is Green with no additional costs to report. The current business case has been extended to end of May 2026. Skills and Resource RAG remains Amber, as 80% of the team are on temporary contracts all scheduled to conclude by Summer 2026.							
<b>Alternative Duty Systems</b>			n/a		Day Shift Duty System Collective Agreement Proposal approved by SLT	20/04/26	30/04/26
The Overall Health of the Project is Green. The project remains in the Delivery Phase. The overarching SDR Programme manages cost on the project's behalf. Resource RAG continues Green.							

Organisational Culture & Leadership Programme								
Project Title	Overall Health	Time	Cost	Risk	Resource	Next Milestone	Planned Date	Latest Scheduled Date
<b>SFRS Values Review</b>	●	●	●	●	●	Resource Proposal for OCL to be prepared.	4th June	n/a
Dependency on availability of resource within the programme to deliver this initiative. The Head of People will prepare a proposal for the next Programme Board on how to utilise funding available to the programme. New Demands is in draft; scope and delivery plan to be updated once resource and capacity are known. Will then be submitted to Programme Board and subsequently SLT.								
<b>Leadership and Management Development</b>	●	●	●	●	●	Project Dossier finalised and approved by Programme Board, then to SLT for approval	4th June	n/a
The Taskforce has completed its initial objectives to identify priority learning themes and outline potential content for supervisory managers. The work is now moving into the next phase, with the Taskforce transitioning to a Content and Delivery Group to refine and finalise material and consider delivery mechanisms, in preparation for a pilot rollout. In parallel, initial discussions have commenced on the development of an SFRS Leadership (Behavioural) Framework, which will provide a consistent and evidence-led foundation for leadership development activity. A Project Dossier is in draft and will be updated to incorporate the proposed leadership framework and delivery approach. This will be submitted for approval via the Programme Board, prior to onward consideration by SLT.								
<b>Inclusive Values-Based Hiring Practices</b>	●	●	●	●	●	New Demand finalised and approved by Programme Board, then to SLT for approval	4th June	n/a
Policies have been reviewed and prioritised for update to support a more inclusive, values-based recruitment approach. Work is underway in collaboration with Police Scotland to introduce interview panel training focused on reducing the impact of unconscious bias; this is scheduled to be commence from Q1 2026/27. Baseline data is now being captured for the current Wholetime Firefighter (WTFF) recruitment campaign, enabling analysis of where under-represented groups may disproportionately exit the recruitment process. This will inform targeted, evidence-led interventions to improve support and retention through the recruitment stages. This activity also links to wider work to identify station and facility enhancements to better support female firefighters. A New Demand paper is in draft and will be finalised and submitted for approval via the Programme Board, prior to onward consideration by SLT.								

Organisational Culture & Leadership Programme								
Project Title	Overall Health	Time	Cost	Risk	Resource	Next Milestone	Planned Date	Latest Scheduled Date
<b>Employee Voice, Networks Review</b>						New Demand finalised and approved by Programme Board, then to SLT for approval	4th June	n/a
Chairs of the all the different networks are being engaged as per initial review of the networks, proposals will be prepared once review is complete. New Demand in draft, to be finalised and approved by Programme Board then SLT.								
<b>Enhancing Female FF Experience: Facilities, Kit and Equipment</b>						Determine appropriate governance and reporting arrangements for what is BAU.		
A range of estate and welfare enhancements are planned for 2026/27 to support inclusivity and operational readiness. This includes improvements to NTC facilities, increasing capacity for female trainees from 12 to a potential 16, and exploration of welfare solutions for On-Call personnel, such as deployable toilet, shower, BA cleaning, kitchenette facilities and fleet-based welfare vehicles. A risk-based approach to station upgrades will continue through the capital plan, with the impact on female firefighter deployment a key consideration. There is currently no single document defining the scope or governance of this work. Strategy and Change colleagues will meet with Ijaz to agree appropriate governance, reporting and assurance arrangements, ensuring proportionate reporting to the OCL Programme without duplication.								
<b>Safety, Standards, and Performance</b>						Determine appropriate governance and reporting arrangements for what is BAU.		
Coordination team appointed (2x GCs) to produce short (3-6m), med (6-12m), and long term (12m+) action plans relating to outputs from Performance workshops held at end of 2025. Discussions ongoing with DACO McMeekin on resourcing this initiative. As above, determination required on appropriate governance and reporting arrangements.								

Pipeline Activities							
Title	Overall Health	Time	Cost	Resource	Next Milestone	Planned Date	Latest Scheduled Date
<b>Training System</b>	●	●	●	●		(tbc)	(tbc)
New Demand approved by CPIG Dec 2025. Project scope has been refined to alleviate budget pressures. G-cloud will be used to address expiration of current contract. Project scope now limited to scheduler tool plus integrations. Project management resource discussions are pending budget conclusions.							
<b>Service Delivery Review Phase 2</b>	●	●	●	●		(tbc)	(tbc)
The second phase of Service Delivery Review is to be determined and full scoping and definition will take place following the conclusion of the public consultation.							

APPENDIX B – Portfolio Schedule



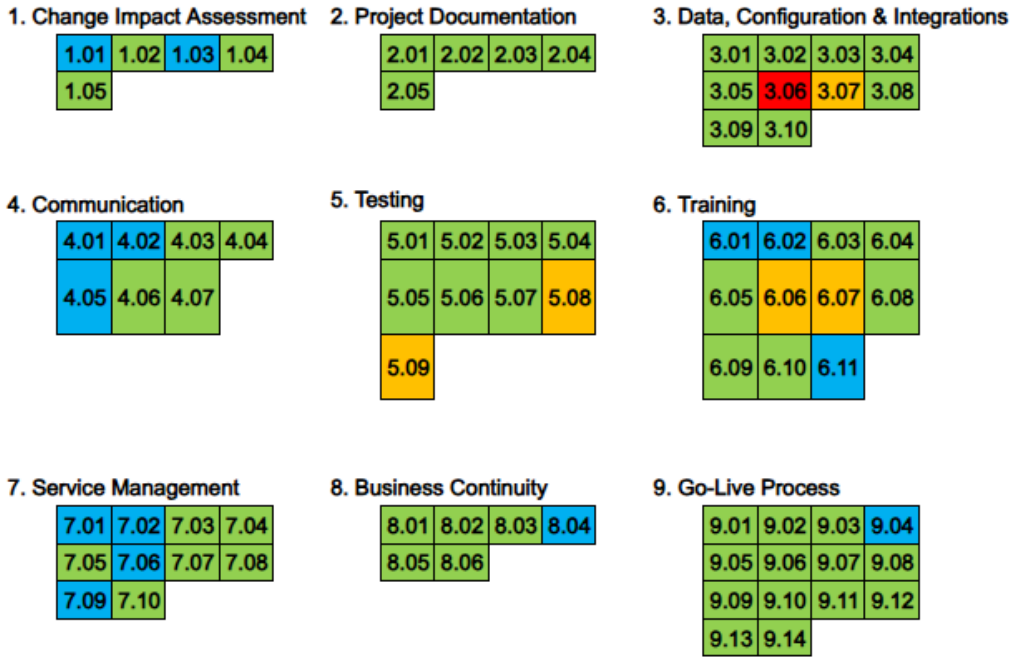
APPENDIX C – Business Readiness Report

STRATEGIC CHANGE PORTFOLIO BUSINESS READINESS REPORT

<b>1</b>	<b>Purpose</b>
1.1	<p>This report provides an overview of Business Readiness of projects delivered through the Strategic Change Portfolio. By exception, it will spotlight risks and remedial actions in relation to end-user ability to adopt the required changes necessary for service delivery and benefits realisation. It will avoid duplicate reporting on risks relating only to project delivery. As such, whilst there are some commonalities, Business Readiness RAG can be quite different to Project RAG status.</p>
<b>2</b>	<b>Background</b>
2.1	<p>To manage Business Readiness in the Strategic Change Portfolio, each project that requires or enables changed ways of working produces an Implementation Readiness Checklist. This checklist consists of categorised plain language questions which must be satisfactorily addressed before the project team can provide assurance to the Go / No-Go decision makers that the business changes required to be made by SFRS for a successful implementation have been completed.</p> <p>A RAG rating and summary of each project’s business readiness is provided and supported through an Implementation Checklist and Heatmap where available. The numbered boxes correspond to specific questions from the checklists. In Section 3.5, cumulative change impacts for stakeholders affected by multiple projects are described.</p> <p>The projects referred to in this report are:</p> <ul style="list-style-type: none"> <li>• 3.1 - New Mobilising System Phase 1 (CAD – Computer Aided Dispatch)</li> <li>• 3.2 - Rostering (Roster)</li> <li>• 3.3 - Corporate Services Restructure</li> </ul>
<b>3</b>	<b>Main Report/Detail</b>
<p><b>3.1</b> 3.1.1</p>	<p><b>New Mobilising System</b></p> <p>Computer Aided Dispatch (CAD) Go-Live Dates:</p> <ul style="list-style-type: none"> <li>○ Edinburgh OC – 30<sup>th</sup> September 2026</li> <li>○ Dundee OC – 27<sup>th</sup> October 2026</li> <li>○ Johnstone OC – 24<sup>th</sup> November 2026</li> <li>○ Handover to BAU complete – 3<sup>rd</sup> December 2026</li> </ul> <p>Business Readiness RAG: <b>Green</b></p> <p>3.1.2 Business Readiness Summary:</p> <ul style="list-style-type: none"> <li>• Change Request #3 approved, activities now baselined and reflected in timeline.</li> <li>• CAD Communications Plan signed off, engagement has begun with users.</li> <li>• Supplier is working with SFRS config and testing SMEs to show CAD can achieve OC requirements. Decision log being updated with confirmed new Ways of Working, which is directly informing the creation of OC specific training materials, as the OCs currently have non-standardised processes.</li> <li>• Training course for users is 5 days, including a familiarisation period. OC SME’s preparing a Training Plan that works around the 4 day rota, and includes a separate refresher opportunity before Go-Live.</li> <li>• Project delivery risks on CCP implementation and Boomi-integration being tracked in Project Risk Register.</li> <li>• Confirmed that integration with Roster will occur in NMS Phase 2. Workarounds will remain in place until integration complete.</li> </ul>

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

## Checklist Heatmap - 13/04/2026



	2026									
Date	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
% Blue	17%	18%								

**3.2**  
3.2.1

**Rostering (Roster)**

Go Live dates:

- All SDAs – Supplier and Project Team aligning timelines, expected ~ Aug 2026.

Business Readiness RAG: Amber/Red

3.2.2

Business Readiness Summary:

- Stakeholders from the Project Team and Central Staffing have produced a “Day 1 Solution” - the minimum requirements that the supplier will deliver so that Kronos can be safely exited and operational service requirements can be met at handover. Project meetings including escalation with SFRS Senior Leadership are ongoing where required to try and ensure timelines are met.
- Project team focus remains on User Acceptance Testing. Progress is being made and West Crewing Rules are now stable enough to be tested by Central Staffing colleagues.
- SFRS activities to deliver the project (both project management and change management) have been identified and sequenced in a draft plan, though this needs validation by the supplier to become baselined and assign delivery dates.

- An increased level of Hypercare may be required. The project team are working to ensure project resource and support teams are adequately equipped to support users. The first Go-Live will see the largest Hypercare demand, and the greatest demand for project resource in preparing for the second Go-Live.
- Training Strategy in draft for WTFF, CS, OC, and FDO users of Roster.

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

## Roster Heatmap - 13th April 2026

Date	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
% Blue	13%	23%	28%	-	27%	27%	27%	31%		

People		
1	2	3
4	5	6
7	8	9
10		

Processes		
11	12	13
14	15	16

Data		
17	18	19
19b	20	

Testing		
21	22	23
24	25	26
27	28	29

Tech & Inf		
30	31	32
33	34	35
36		

Contracts		
37	38	39
40	41	42

DaTS		
43	44	45
46		

Comms		
47	48	49

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

### 3.3 Corporate Services Restructure

3.3.1 The proposed option was approved by the Strategic Leadership Team and changes will be implemented in phases:

3.3.2 Phase 1: Took effect on April 1<sup>st</sup>.

- Migration of new Strategy and Change Function into Governance, Strategy and Change Directorate.
- Migration of teams into new functions (CRIM, EDI, Risk & Audit).
- Updated Function titles to reflect team migration.

3.3.3 Intended Phase 1 changes that are delayed, but will be implemented:

- Update of Job Descriptions and associated variations to contracts. Affected colleagues have been identified and consultations are underway facilitated by the People Team.
- Digital, Data, and Technology Project Delivery resource will remain as they are due to capacity issues in DDaT Function. The transition to Strategy & Change Function is

now planned for 1<sup>st</sup> July 2026. A project manager from DDaT Project Delivery is now project managing the Self-Contained Breathing Apparatus project.

- 3.3.4 Intended Phase 1 changes that have not been made:
- Strategic Planning and Performance Team transition from Governance & Compliance to Strategy & Change has not gone ahead. The strategic planning component of those roles was deemed insufficient to justify migrating the entire team, hence from now the strategic planning capability will be delivered within Strategy & Change Function, with support given where needed from colleagues in Governance and Compliance. This also gives additional time to resolve issues identified with capital / resource funded roles.

- 3.3.5 Phase 2: To be transitioned during 6-month period beginning 1<sup>st</sup> April 2026, aligning most appropriately with implementation of the DDaT Strategy.
- Migration of the Performance Data Services Team to Digital and Technology Services Function.

- 3.3.6 Phase 3: To commence upon successful recruitment of new Director of People, Communications & Engagement. Change unlikely to be implemented before Q2 26/27.
- Migration of Communications & Engagement Function to People, Communications, and Engagement Directorate.
  - Migration of Information Governance Team to Governance and Compliance Function.

Business Readiness RAG for remaining implementation: **Green**

- 3.3.7 Business Readiness Summary:
- Majority of Phase 1 moves have been completed successfully. The one postponed move of DDaT project delivery resource and cancelled move of Strategic Planning and Performance Team reflects new information that has only come to light since the new Corporate Services structure was announced.
  - People colleagues remain on hand to support ongoing updates to Job Descriptions, and support HoF with Phase 2 transitions.
  - Phase 3 remains in the pipeline for implementation once a new Director of People, Communications & Engagement is in post.
  - “Wash-up” session planned to examine lessons that have been learned.

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

# CS Restructure - 13th April 2026

Date	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
% Blue	34%	64%								

Strategic Alignment		
1	2	3
4		

Understanding Change Landscape		
5	6	7
8	9	

Change Impact Assessment		
10	11	12
13	14	

Ways of Working: Directors		
15	16	17

Ways of Working: Heads of Function		
18	19	20
21	22	23
24		

Ways of Working: Teams		
25	26	27
28	29	30
31		

Other										
32	33	34	35	36	37	38	39	40	41	42

#29 refers to the stood down change of Strategic Planning Team.

**3.4 Cumulative Business Readiness**

3.4.1 Common impacted stakeholders between NMS and Rostering projects are colleagues working in the three Control Rooms. Cumulative readiness activities have significantly lessened since the successful implementations of ICCS in all three OCs, and Availability / Payroll in two SDAs.

**3.5 Computer Aided Dispatch SAT**

3.5.1 Site Acceptance Testing in all three OCs commenced in February and will run until May 2026. This will not be impacted by the delay in Roster UAT though as before, the project teams and OC leadership are in regular communication to manage any potential associated risk.

3.5.2 The expected timeline for Roster Go-Live (expected late July / August 2026) should avoid significant conflict with CAD SAT (Feb-May) and Go-Live (late Sept-Nov). Both projects will likely require user training in the same window of June / July, and with the CAD training requirements being more demanding of users with 5 days expected of dedicated training time, the Roster training plan will need to be aligned to the CAD training requirements. Regular meetings between project management teams have been established to discuss this, led by the Enabling Infrastructure Programme Manager.

APPENDIX D – Portfolio Programme Risk Report

PORTFOLIO PROGRAMME RISK REPORT

1. Purpose

1.1 The purpose of this report is to provide an overview and update on the Strategic Change Portfolio Risks.

2. Background

2.1 The following Risk Report is intended to provide insights into potential threats and exposures across our portfolio. 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.

2.2 Report content is focused on Programme Risk Registers.

3. Main Report/Detail

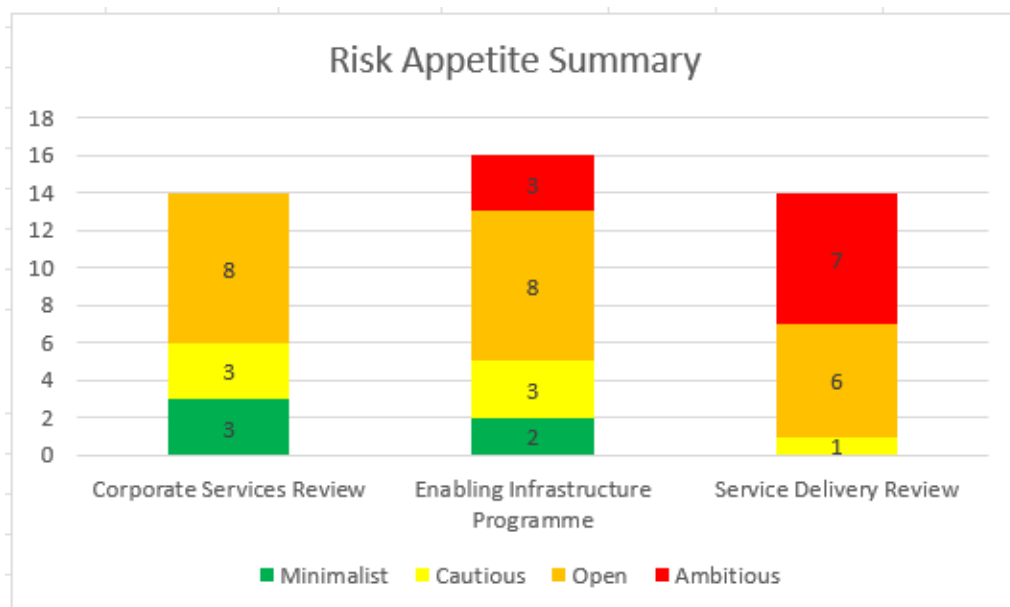
3.1 Risk Overview

3.1.1 The risk register is a management tool that provides assurance to the Service, and its scrutiny bodies, that the significant risks of the organisation have been identified, managed and are subject to ongoing monitoring and review.

3.2 Risk Appetite

3.2.1 Following agreement of the Services risk appetite statements an alignment to current Portfolio risks was undertaken. The tables below provide information on each of the stated risk appetite definitions and a summary of risk alignment to stated risk appetite:

Risk Appetite Levels	Category Description	Associated Risk Target Rating
Minimalist	Preference for low level of associated risk and uncertainty and will only look to accept risk where it is essential to do so. The creation of opportunity is not a key driver.	Rating Appetite Rating of 1 - 3
Cautious	Preference for safe options where the level of benefit and risk is limited but some opportunity may be experienced.	Rating Appetite Rating of 4 - 9
Open	Willing to consider all potential delivery options and to choose the one that is most likely to result in success and opportunity whilst also providing an acceptable level of risk.	Rating Appetite Rating of 10 - 12
Ambitious	Eager to be innovative and to take opportunities offering potentially higher reward, whilst accepting greater risk and uncertainty.	Rating Appetite Rating of 15 - 25



3.3.2 The table below provides a breakdown of information in relation to the alignment between Risk Appetite and risks rated 15 or over:

Risk ID	Risk Name	Risk Rating	Target Risk Rating	Risk Theme	Risk Appetite	RR Above or Within RA
CSR023	Market Challenge	20	8	Compliance	Minimalist	Above
SDR002	Staffing and Resourcing	20	8	People	Open	Above
SDR011	Benefits Realisation	20	10	Financial	Open	Above
EI003	Budget	16	9	Financial	Open	Above
CSR024	Benefit realisation failure	15	8	Financial	Open	Above
SDR014	Reputation	15	8	Political and Stakeholder Relationships	Ambitious	Above
SDR029	Integrity of Options Appraisal and Consultation Process	15	10	Political and Stakeholder Relationships	Ambitious	Above

3.3.3 The table below provides a breakdown of information in relation to the alignment between Risk Appetite and risks rated below 15:

Risk ID	Risk Name	Risk Rating	Target Risk Rating	Risk Theme	Risk Appetite	RR Above or Within RA
CSR022	Change Acceptance	12	8	People	Open	Above
EI001	Resource	12	6	People	Open	Above
EI004	Change Acceptance	12	4	Political and Stakeholder Relationships	Ambitious	Above
EI012	Resource - continuity	12	6	People	Open	Above
EI014	Benefits Realisation Failure	12	6	Financial	Open	Above
SDR017	EHRIA	12	8	Compliance	Open	Above
SDR023	Lack of Time	12	12	Service Delivery	Ambitious	Within
SDR028	Single Points of Failure	12	9	People	Open	Above
SDR021	SFRS Financial Position	10	10	Financial	Ambitious	Within
CSR009	Alignment/Interdependencies - public bodies	9	6	Political and Stakeholder Relationships	Open	Above
CSR011	Performance measurement	9	6	Compliance	Cautious	Above
CSR015	Business Impact - staff burnout and resourcing the Programme	9	6	People	Open	Above
CSR016	Financial allocation	9	6	Financial	Open	Above
CSR019	Lack of Strategic Alignment and Vision	9	4	Political and Stakeholder Relationships	Open	Above
CSR027	Stakeholder Engagement	9	3	People	Open	Above
CSR028	Planning and Dependencies	9	0	Compliance	Cautious	Above
CSR029	Funding uncertainty for Phase 2 of Pay & Reward initiative	9	4	Financial	Open	Above
EI007	Infrastructure compatibility	9	2	Technology	Cautious	Above
SDR013	Budgets	9	9	Financial	Open	Within
SDR015	Temporary Withdrawals	9	9	Service Delivery	Ambitious	Within
CSR014	Business Impact - instability	8	8	Service Delivery	Minimalist	Within
EI005	Change Sequencing	8	4	Technology	Cautious	Above
EI006	Interdependencies	8	8	Technology	Cautious	Within

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EI008	Cybersecurity vulnerability	8	2	Organisational Security	Minimalist	Above
EI016	NMS/Rostering Integration	8	4	Technology	Open	Above
SDR008	Availability and Integrity of Data	8	8	Service Delivery	Ambitious	Within
SDR009	Change Acceptance	8	8	Political and Stakeholder Relationships	Ambitious	Within
SDR010	Site Acquisition	8	8	Financial	Open	Within
CSR021	Business Service Review - Quality of Service	6	6	Service Delivery	Cautious	Within
EI009	Supply Chain	6	4	Financial	Open	Above
EI010	Cost overrun - building projects	6	2	Environmental	Open	Above

Risk ID	Risk Name	Risk Rating	Target Risk Rating	Risk Theme	Risk Appetite	RR Above or Within RA
EI011	Regulatory / Policy Change	6	2	Compliance	Minimalist	Above
EI013	Strategic Alignment Drift	6	2	Political and Stakeholder Relationships	Ambitious	Above
EI015	Stakeholder Engagement Fatigue	6	2	Political and Stakeholder Relationships	Ambitious	Above
SDR016	Legal Challenge	6	6	Compliance	Open	Within
SDR025	Project Sequencing and Dependencies	6	6	Service Delivery	Cautious	Within
CSR017	Business impact -loss of skills and experience	4	4	People	Minimalist	Within

**3.4 Risk Spotlights**

3.4.1 All Committees and Executive Boards will consider risks for future spotlights and following these discussions, identify whether required levels of assurance on progress have been provided. Emails have been forwarded to Committee Chairs requesting information in this area.

**3.5 Significant Portfolio Risks**

3.5.1 In relation to the current period the Portfolio reviewed their registers identifying 45 risks of which 9 are rated at 15 or above and coloured red within the table.

<b>Probability</b>	Almost Certain (5)	0	0	0	1	0
	Likely (4)	0	0	7	8	1
	Possible (3)	0	1	11	5	2
	Unlikely (2)	0	0	3	1	3
	Rare (1)	0	0	1	0	0
		Negligible (1)	Low (2)	Medium (3)	High (4)	Very High (5)
		<b>Impact</b>				

## 3.5.2 In relation to all Portfolio risks the table below provides a summary of key themes identified:

Area of Risk	No of Risks	Risk Rating Range
Compliance	6	6 - 20 (1 at 15+)
Environmental	1	6
Financial	10	6 - 20 (3 at 15+)
Organisational Security	1	8
People	8	4 - 20 (1 at 15+)
Political and Stakeholder Relationships	8	6 - 15 (2 at 15+)
Service Delivery	6	6 - 12
Technology	4	8 - 9

## 3.5.3 There is one new risk since the last report.

Risk ID	Comment	Date Updated
SDR029 - Integrity of Options Appraisal and Consultation Process	There is a risk that SLT or SFRS Board introduce new or alternative options for change that are not supported by the agreed evidence base and analysis developed through the ODA and consultation process, because of late-stage strategic preferences, or departure from the agreed decision-making framework, resulting in reputational damage, loss of stakeholder confidence, and challenge to the integrity, credibility and compliance of the consultation process, including the MORRD, potentially undermining the legitimacy and lawfulness of the final decisions.	09/04/2026

## 3.5.4 Separately, risks have been identified where their rating has changed:

Risk ID	Comment	Date Updated
CSR021 - Business Service Review - Quality of Service	Both Probability and Impact Decreased From 16 (4x4) To 6 (2x3)	31/03/2026
CSR028 - Planning and Dependencies	Impact Decreased From 12 (3x4) To 9 (3x3)	31/03/2026
EI005 - Change Sequencing	Probability Decreased From 16 (4x4) To 8 (2x4)	02/04/2026
EI006 - Interdependencies	Probability Decreased From 12 (3x4) To 8 (2x4)	02/04/2026
EI016 - NMS/Rostering Integration	Probability Decreased From 16 (4x4) To 8 (2x4)	02/04/2026
SDR002- Staffing and Resourcing	Impact Increased From 16 (4x4) To 20 (4x5)	09/04/2026
SDR008 - Availability and Integrity of Data	Probability Decreased From 12 (3x4) To 8 (2x4)	09/04/2026
SDR021 - SFRS Financial Position	Probability Decreased From 15 (3x5) To 10 (2x5)	09/04/2026

## 3.5.5 Regular meetings continue to be held with all Programmes and the information presented is based upon registers provided.

## 3.6 Control Actions

## 3.6.1 As this is the first report produced in this format, comparative analysis of control actions will be provided next month once sufficient data is available.

**APPENDIX E – Portfolio Summary Spend Profile**

During the 2025/26 financial year the strategic change portfolio has developed significantly including approval of the following:

- Self-contained Breathing Apparatus
- Safety and Assurance Management System (eSams)
- Service Management
- Corporate Business Solutions

A summary of the agreed business cases and associated annual profiling for the next three financial years is contained in the table below.

Initiative	2026/27 (£)	2027/28 (£)	2028/29 (£)	Notes
Service Delivery Review	0	0	0	
Safety and Assurance Management System	39,000	42,500	54,000	Resource
Self-Contained Breathing Apparatus	906,000	2,019,200	1,666,200	Resource
	4,174,000	11,640,000	330,000	Capital
Corporate Business Solutions	635,000	1,583,000	1,521,000	Resource
CivTech - Situational Awareness	45,000	45,000	0	Resource
CivTech – Contaminants	45,000	45,000	0	Capital
New Mobilising System	1,753,510*	2,789,395*	2,634,665*	Resource
	2,745,363	868,396	0	Capital
Rostering	492,000*	192,000*	192,000*	Resource
In-Vehicle Systems	420,169	511,511	541,456	Resource
	24,150	0	0	Capital
<b>Total Resource</b>	<b>4,335,679</b>	<b>8,442,606</b>	<b>7,824,321</b>	
<b>Total Capital</b>	<b>6,943,457</b>	<b>12,508,000</b>	<b>330,000</b>	
<b>Total Overall Investment</b>	<b>11,279,136</b>	<b>20,950,606</b>	<b>8,154,321</b>	

\*Includes ongoing recurring costs

The approved business cases for Self-Contained Breathing Apparatus and Corporate Business Solutions are outline. Costs will be refined following procurement and confirmed at Full Business Case stage. The split for Civtech is indicative – SFRS will contribute a total of £180,000 up to November 2027.

Budget allocations have been agreed for Financial Year 2026/27 including £272,000 for Service Delivery Review. It is anticipated that a business case(s) will be brought forward following the Board Decision in June seeking approval to access this funding for the next stages of the programme.

# SCOTTISH FIRE AND RESCUE SERVICE

## Strategic Planning and Change Committee



Report No: C/SPPC/10-26

Agenda Item: 10.1

<b>Report to:</b>	<b>STRATEGIC PLANNING AND CHANGE COMMITTEE</b>							
<b>Meeting Date:</b>	<b>14 MAY 2026</b>							
<b>Report Title:</b>	<b>PORTFOLIO FINANCE AND PERFORMANCE REPORT</b>							
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
<b>1</b>	<b>Purpose</b>							
1.1	The purpose of this report is to provide a regular update to the Strategic Planning and Change Committee on the Key Performance Indicators (KPIs) of the Change Portfolio.							
<b>2</b>	<b>Background</b>							
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.							

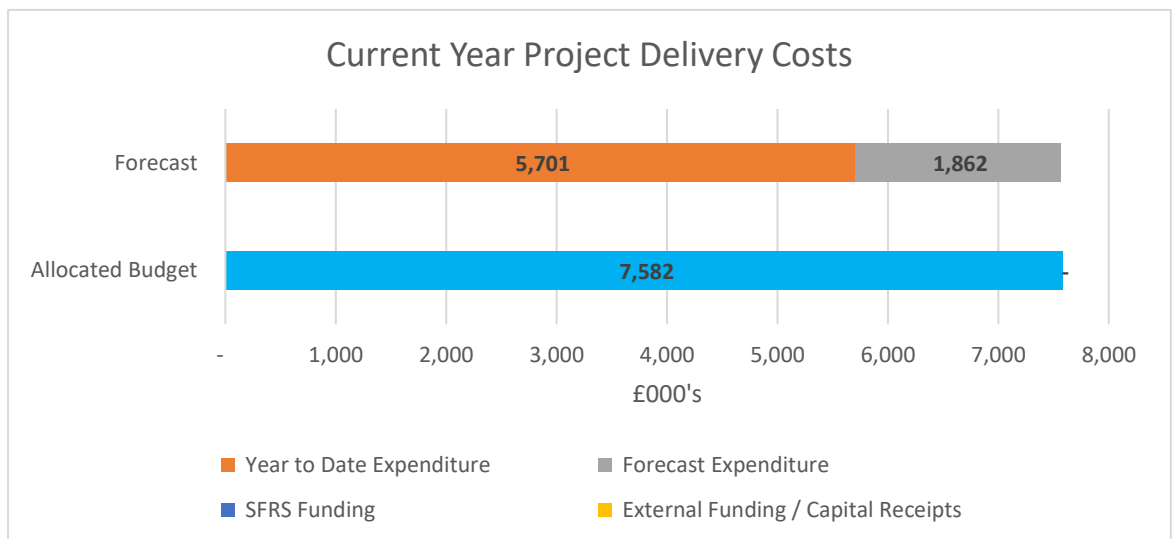
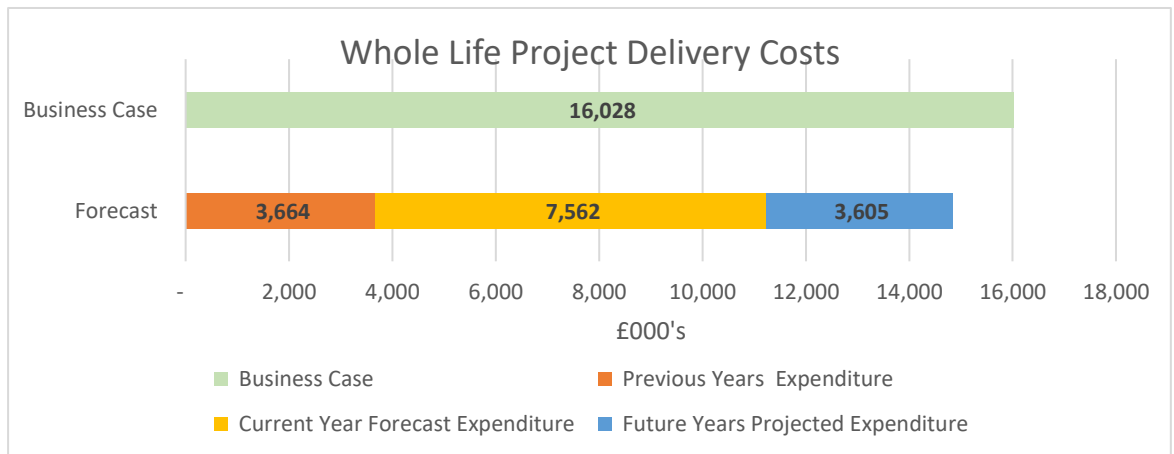
3	<b>Main Report/Detail</b>																				
3.1	Performance relating to cost, time and financial benefits is monitored in relation to discrete projects and programmes through associated project and programme boards and scrutinised monthly by the Change Portfolio Progress Group (CPPG).																				
3.2	Performance detailed in the following graphs covers project costs for projects from inception and includes data up to the end of period 11 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 11.																				
3.4	The report covers projects where there is an approved business case and are in formal governance. The outline business cases for Corporate Business Solutions and Self-Contained Breathing Apparatus were approved at the February meeting of the Change Portfolio Investment Group (CPIG).																				
3.5	<b>Enabling Infrastructure Programme</b>																				
3.5.1	<b>Rostering</b>																				
	<div data-bbox="300 880 1473 1328" style="border: 1px solid #ccc; padding: 10px; margin-bottom: 10px;"> <p style="text-align: center;"><b>Whole Life Project Delivery Costs</b></p> <table border="1"> <caption>Whole Life Project Delivery Costs</caption> <thead> <tr> <th>Category</th> <th>Value (£000's)</th> </tr> </thead> <tbody> <tr> <td>Business Case</td> <td>957</td> </tr> <tr> <td>Forecast</td> <td>1,000</td> </tr> <tr> <td>    Previous Years Expenditure</td> <td>554</td> </tr> <tr> <td>    Current Year Forecast Expenditure</td> <td>444</td> </tr> </tbody> </table> </div> <div data-bbox="300 1361 1473 1888" style="border: 1px solid #ccc; padding: 10px;"> <p style="text-align: center;"><b>Current Year Project Delivery Costs</b></p> <table border="1"> <caption>Current Year Project Delivery Costs</caption> <thead> <tr> <th>Category</th> <th>Value (£000's)</th> </tr> </thead> <tbody> <tr> <td>Forecast</td> <td>444</td> </tr> <tr> <td>    Year to Date Expenditure</td> <td>388</td> </tr> <tr> <td>    Forecast Expenditure</td> <td>56</td> </tr> <tr> <td>Allocated Budget</td> <td>411</td> </tr> </tbody> </table> </div>	Category	Value (£000's)	Business Case	957	Forecast	1,000	Previous Years Expenditure	554	Current Year Forecast Expenditure	444	Category	Value (£000's)	Forecast	444	Year to Date Expenditure	388	Forecast Expenditure	56	Allocated Budget	411
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3.5.1.1	Whilst the Rostering Cost RAG is Red for this reporting period it is expected to return to Green for period 12. It has been necessary to retain Kronos for a further three months due to supplier delay, and additional development costs for the new system have also been incurred. This has led to an increase in project spend for this year against the original																				

allocated budget. A change request was approved at the February meeting of CPIG which extends the duration of the project to 30 September 2026 and provides further funding of approximately £0.300m. This will be reflected in the period 12 reports from Finance and return Cost RAG to Green.

3.5.1.2 Previous Years Expenditure: the spend on the project in financial years 23/24 and 24/25 was £0.554m.

3.5.1.3 Existing benefit profiles validation is ongoing with further review and analysis scheduled for week commencing 23 March. Once benefits have been agreed and baselined, ongoing progress monitoring will be implemented.

3.5.2 **New Mobilising System (NMS)**



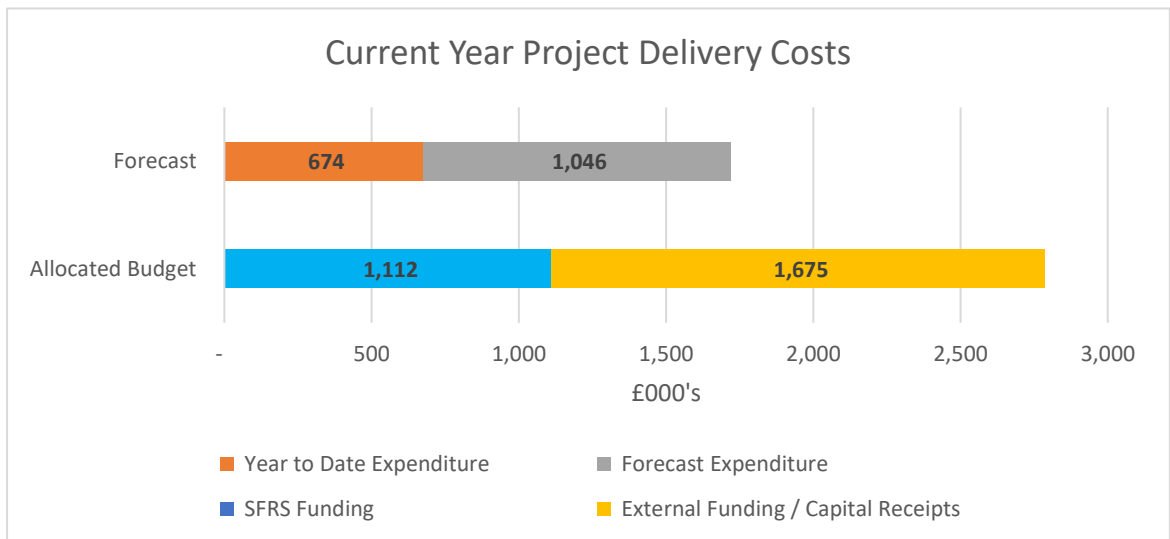
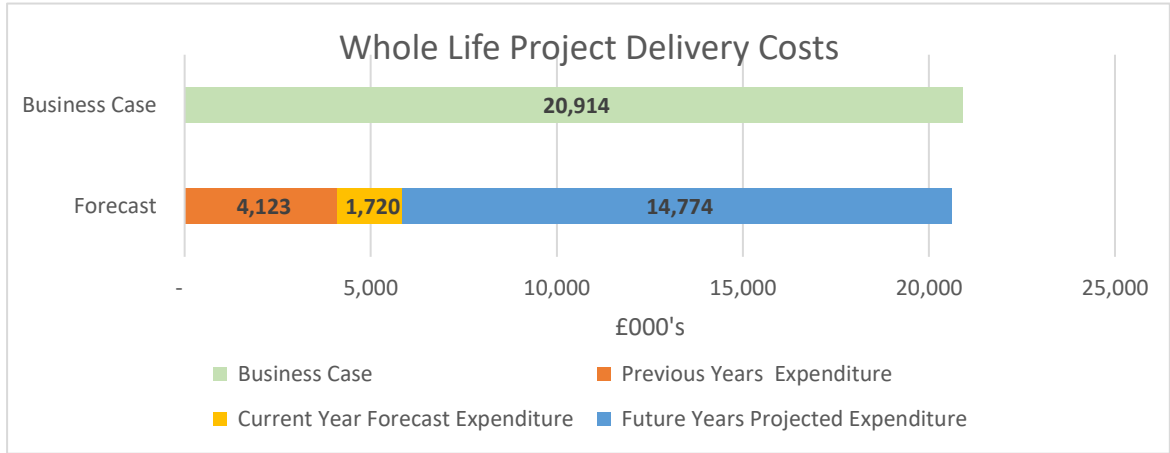
3.5.2.1 NMS Cost RAG is Green. Whole life project delivery costs: forecast to be £14.831m against the latest approved Business Case of £16.028m, an underspend of £1.197m is forecast against the approved Business Case.

3.5.2.2 Current year project delivery costs: forecast is £7.563m against an allocated budget of £7.582m, forecast matches budget. Actuals for the year to date (YTD) are £5.701m, the remaining forecast of £1.862m is expected to be spent over the remaining months of the year.

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. Benefits captured relate to staff satisfaction, process simplification, improved system resilience & risk reduction.

3.5.3 **Emergency Services Mobile Communications Programme/In-Vehicle Systems**



3.5.3.1 ESMCP Cost RAG is Green. The project is forecasting an underspend of £1.067m against this year’s budget. The whole life project delivery costs are forecast to be £20.617m against an approved Business Case of £20.914m. Currently the implementation costs of the project are forecast to be £0.297m underspent.

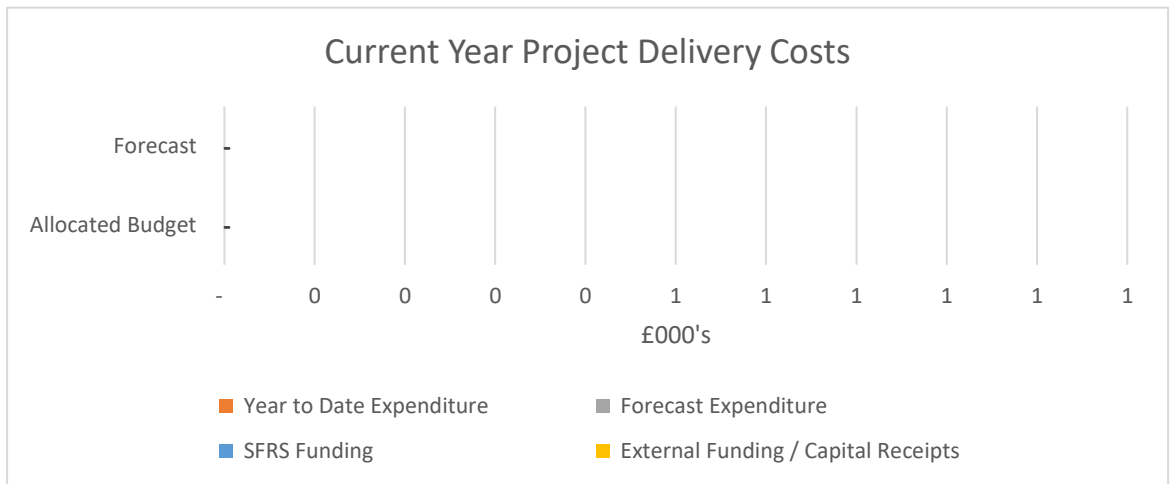
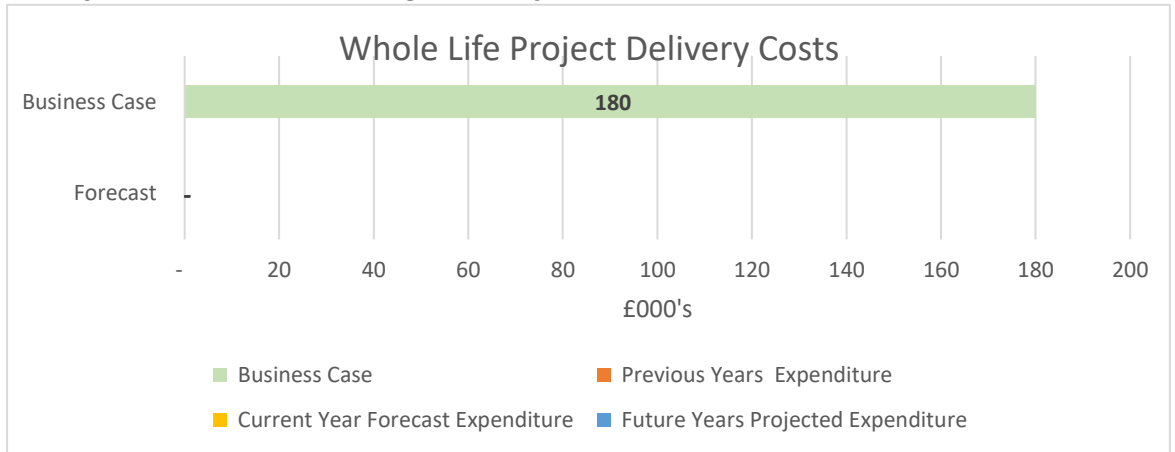
3.5.3.2 Current year project delivery costs: forecast to be £1.720m against an allocated budget of £2.787m. An underspend of £1.067m is indicated. Year to date spend on the project has been £0.674m, with an additional £1.046m forecast to be spent over the remaining month of the year.

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

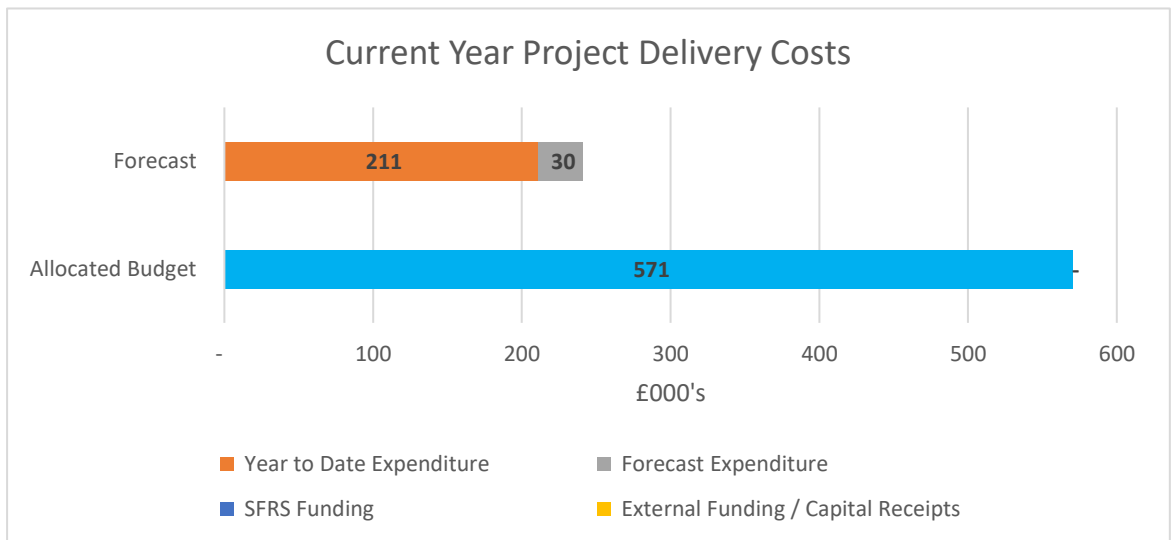
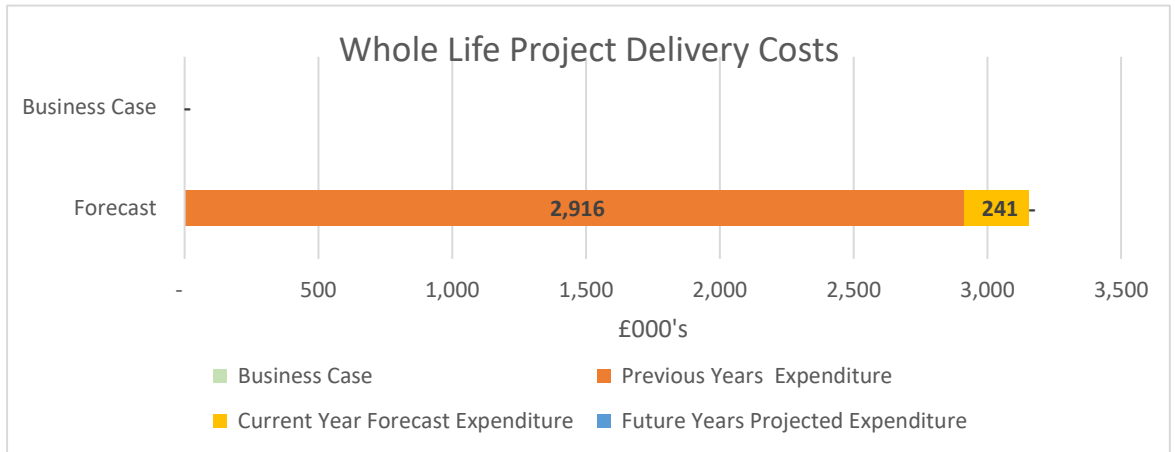
**Safety and Assurance Management System (eSams)**



- 3.5.4.1 Financials are currently green. Project cost forecast will be communicated in detail in period 12 reporting once agreement has been reached with the supplier on the delivery schedule and associated milestone payments.
- 3.5.4.2 Current year project delivery costs reported are based on the Full Business Case estimates.
- 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. Benefits identified include improved compliance, streamlined document management, improved process, increased efficiencies, better communication and enhanced employee engagement.

3.6 Corporate Services Review Programme

3.6.1 People, Payroll & Finance Project

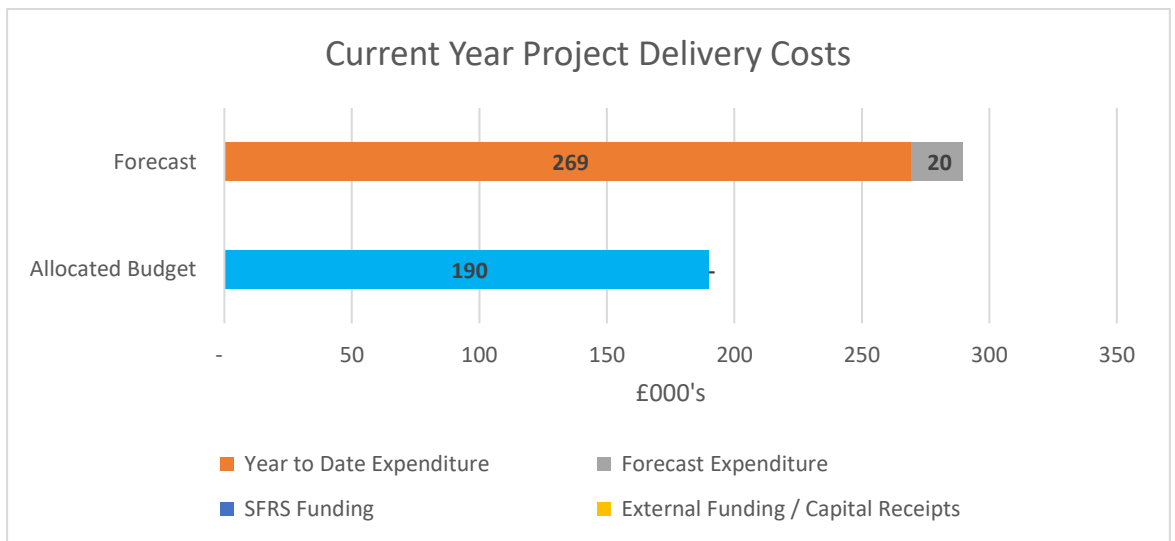
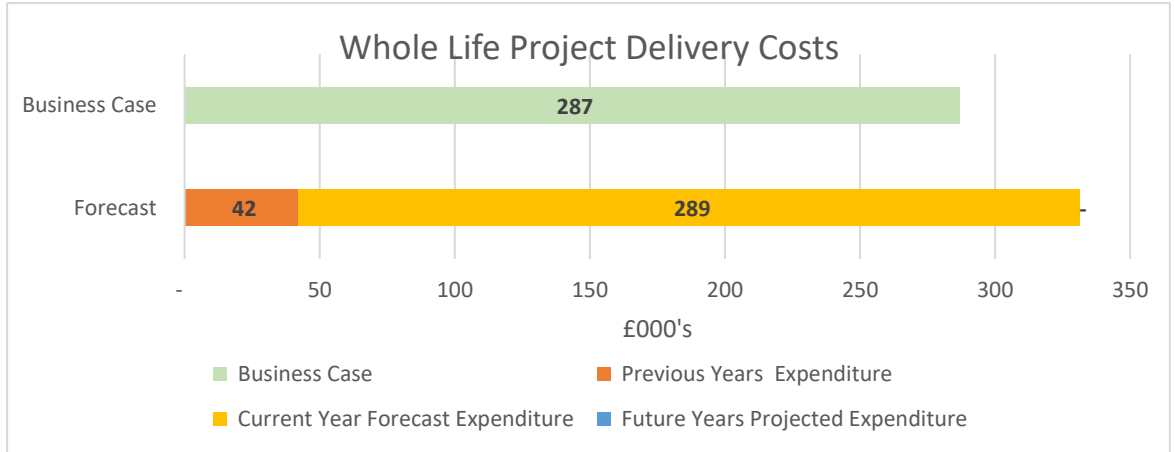


3.6.1.1 Following an extensive discovery exercise with the Scottish Government, it was agreed at the February meeting of CPIG to close this project. An Outline Business Case for the mobilisation of new project activity was approved at the same time. A closure report will be brought forward for approval at the Corporate Services Review Programme Board (07/04/26).

3.6.1.2 Current year costs – the year to date costs relate to project team resourcing. Forecast costs for the remainder of FY 2025/26 relate to project team resourcing and purchase of an additional module for the current system.

3.6.1.3 Previous Years Expenditure – the costs for the discovery exercise with the Scottish Government around shared services were incurred in FY 2024/25.

3.7 **Service Delivery Review Programme**



3.7.1 Financials are currently reported as Amber as the project is forecasting an overspend for 2025/26. The Allocated Budget figures report on support staff only. Overspend relates to WFFF (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 Current year project delivery costs: forecast to be £0.289m against an allocated budget of £0.190m.

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

3.7.4 Benefits: Benefit Profile development is underway. Monetary and Non-Monetary benefits have been mapped and allocated to each of the 23 change options for further profiling in due course.

3.8 **Project Cost Summary**

3.8.1 The table below summarises the variance between current business case and forecast costs for all projects. ESMCP/IVS, the New Mobilising System and Rostering are all forecasting an underspend. Overall there is a forecast underspend of £1.450m (3.89%), which is within the limit of the 5% overspend 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	998*	-41	-4.28%	↑	↑
New Mobilising System	16028	14831	1197	7.47%	↓	↔
ESMCP/IVS	20914	20617	297	1.42%	↑	↓
Service Delivery Review	287	331	-44	-15.33%	↔	↔
Total	37229	35779	1450	3.89%	↑	↑

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

\* Rostering had a change request approved for approximately £0.300m which will increase Business Case costs and address the reported overspend.

3.9

**Time**

3.9.1

Completion time is green against the 10% target, this is calculated using the current approved BC duration which takes into account previously approved change requests and not against the original BC duration. Data used in the calculation of the time KPI for 2025/26 Period 11 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	57	57	0	0.00%
New Mobilising System	36	36	36	0	0.00%
ESMCP/IVS	40	112	112	0	0.00%
Service Delivery Review					
Total	124	199	199	0	0.00%

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

3.10

**Next Steps**

The format of this report will change from period 1 of the Financial year 2026/27 to include:

- aggregation of all change portfolio initiatives including legacy projects;
- total organisational investment in portfolio initiatives
- spend against funding profiles
- benefits monitoring and realisation
- monitoring of key performance indicators

**4**

**Recommendation**

4.1

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

**5**

**Key Strategic Implications**

5.1

**Risk Appetite and Alignment to Risk Registers**

5.1.1

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

5.2 5.2.1	<b>Financial</b> There are no direct key financial implications arising from this report. Overall project spend remains within the target 5% variance and change requests are being progressed to address the reported variance for Rostering.
5.3 5.3.1	<b>Environmental &amp; Sustainability</b> There are no direct key environmental & sustainability implications arising from this report.
5.4 5.4.1	<b>Workforce</b> There are no direct key workforce implications arising from this report.
5.5 5.5.1	<b>Health &amp; Safety</b> There are no direct key health and safety implications arising from this report.
5.6 5.6.1	<b>Health &amp; Wellbeing</b> There are no direct health and wellbeing implications arising from this report.
5.7 5.7.1	<b>Training</b> There are no direct key training implications arising from this report.
5.8 5.8.1	<b>Timing</b> There are no direct key timing implications arising from this report.
5.9 5.9.1	<b>Performance</b> Performance with respect to the KPIs presented in the report is monitored monthly with an overall RAG status of Green.
5.10 5.10.1	<b>Communications &amp; Engagement</b> There are no direct key communication and engagement implications arising from this report.
5.11 5.11.1	<b>Legal</b> There are no direct key legal implications arising from this report.
5.12 5.12.1	<b>Information Governance</b> DPIA completed: No. Report is provided for scrutiny
5.13 5.13.1	<b>Equalities</b> EHRIA completed: No. Report is provided for scrutiny.
5.14 5.14.1	<b>Service Delivery</b> There are no direct key Service Delivery implications arising from this report.
5.15 5.15.1	<b>Prevention</b> There are no direct Prevention implications arising from this report.
<b>6</b>	<b>Core Brief</b>
6.1	Not applicable
<b>7</b>	<b>Assurance (SFRS Board/Committee Meetings ONLY)</b>
7.1	<b>Director:</b> Sarah O'Donnell, Deputy Chief Officer Andy Watt, Deputy Chief Officer
7.2	<b>Level of Assurance: (Mark as appropriate)</b> Substantial/Reasonable/Limited/Insufficient

7.3	<b>Rationale:</b>	The report is based upon the regular highlight reporting by each project and programme and the monitoring of progress across the portfolio. The financial information contained within this report utilises the Finance Portfolio Report for period 11.	
<b>8</b>	<b>Appendices/Further Reading</b>		
<b>Prepared by:</b>		Sean McCluskey, Reporting and Management Information Lead	
<b>Sponsored by:</b>		Sarah O'Donnell, Deputy Chief Officer (Corporate Services) Andrew Watt, Deputy Chief Officer	
<b>Presented by:</b>		Curtis Montgomery, Head of Strategy and Change	
<b>Links to Strategy and Corporate Values</b>			
This report provides a summary of the key performance indicators for the strategic change portfolio and links to Outcome 4 of SFRS strategy that our organisational performance, productivity and resilience will continually improve.			
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification</b>	<b>Meeting Approvals/Outcomes</b>
<i>Change Portfolio Investment Group</i>	25/03/2026	<i>For Scrutiny</i>	<i>CPIG requested an improved aggregation and presentation of all change activities, including legacy projects, to better understand total organisational investment, project outcomes, and to inform future planning and financial modelling. To be implemented from Period 1 of FY 2026/27.</i>
<i>Strategic Planning and Change Committee</i>	14/05/2026	<i>For Scrutiny</i>	

**STRATEGIC PLANNING AND CHANGE COMMITTEE ROLLING FORWARD PLAN**

Agenda Item 11.1

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
6 AUGUST 2026	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies</li> <li>Consideration of and Decision on any Items to be taken in Private</li> <li>Declaration of Interests</li> <li>Minutes of Previous Meeting</li> <li>Action Log</li> <li>Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>Review of Actions</li> <li>Date of Next Meeting</li> </ul>	<u>Standing/Regular Reports</u>	<p><u>Standing/Regular Reports Change</u></p> <ul style="list-style-type: none"> <li>Portfolio Progress Report</li> </ul> <p><b>Planning/Strategy</b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Portfolio Finance and Performance Report Q4</li> </ul> <p><b>Risk</b></p> <ul style="list-style-type: none"> <li></li> </ul> <p><b>Audit/Inspections</b></p> <ul style="list-style-type: none"> <li>HMFSI Audit and Inspection Action Plan Update</li> </ul>	<u>Standing/Regular Reports</u>	<u>Standing/Regular Reports</u>
		<u>New Business</u>	<p><u>New Business</u></p> <ul style="list-style-type: none"> <li></li> </ul>	<p><u>New Business</u></p> <ul style="list-style-type: none"> <li>People, Payroll, Finance Closure Report</li> </ul>	<u>New Business</u>
12 NOVEMBER 2026	<ul style="list-style-type: none"> <li>Chair’s Welcome</li> <li>Apologies</li> <li>Consideration of and Decision on any Items to be taken in Private</li> <li>Declaration of Interests</li> </ul>	<u>Standing/Regular Reports</u> <u>General Reports</u>	<p><u>Standing/Regular Reports Change</u></p> <ul style="list-style-type: none"> <li>Portfolio Progress Report</li> </ul> <p><b>Planning/Strategy</b></p> <ul style="list-style-type: none"> <li></li> </ul>	<u>Standing/Regular Reports</u> <u>Change</u>	<u>Standing/Regular Reports</u> <u>Change</u>
			<p><b>General Reports</b></p> <ul style="list-style-type: none"> <li></li> </ul>	<b>General Reports</b>	<b>General Reports</b>

## STRATEGIC PLANNING AND CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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**STRATEGIC PLANNING AND CHANGE COMMITTEE ROLLING FORWARD PLAN**

	<b>STANDING ITEMS</b>	<b>FOR INFORMATION</b>	<b>FOR SCRUTINY</b>	<b>FOR RECOMMENDATION</b>	<b>FOR DECISION</b>
	IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting		<b>Audit/Inspections</b> • HMFSI Audit and Inspection Action Plan Update		
			<b><u>Risk Spotlight:</u></b> •		
		<b><u>New Business</u></b> •	<b><u>New Business</u></b> •	<b><u>New Business</u></b> •	<b><u>New Business</u></b> •