PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 5 NOVEMBER 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 6 August 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 PLANNING/STRATEGY

7.1 Update on Change Governance (*verbal*) *M McAteer*

7.2 Three Year Delivery Plan Development Update (*verbal*) *M McAteer*

The Committee is asked to note these verbal updates.

8 CHANGE

8.1 New Mobilising System Update (*verbal)* *J Henderson*

8.2 Portfolio Progress Report – Data AS of 7 October 2026 (*attached*) *L Kemp*

The Committee is asked to scrutinise these reports.

Please note that the meeting will be recorded for minute taking purposes only.
The recording will be destroyed following final approval of the minutes.

9 AUDIT/INSPECTIONS

9.1 Change Management Audit Update *(verbal)* — *M McAteer*

The Committee is asked to note this verbal update.

10 CORPORATE BUSINESS SOLUTIONS UPDATE (*attached)* — *L McGeough*

The Committee is asked to note the report.

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 4 February 2027.

Report for Information Only:

- SFRS Benchmarking (attached)

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: — *T O'Donnell*

14.1 Thursday 6 August 2026 (*attached)*

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 2027/28 BUDGET PROCESS (*verbal)* — *J Wallace*

The Committee is asked to note the verbal report.

Please note that the meeting will be recorded for minute taking purposes only.
The recording will be destroyed following final approval of the minutes.

Agenda Item 5

PUBLIC MEETING – STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 6 AUGUST 2026 @ 1000HRS

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

PRESENT:

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

IN ATTENDANCE:

Andy Watt (AW)	Deputy Chief Officer
James Wallace (JW)	Director of Finance, Digital and Infrastructure
Penny McIntyre (PMcI)	Director of People, Communications and Engagement
Heather Martin (HM)	Centre of Excellence Manager
Lynne McGeough (LMcG)	Head of Finance and Procurement (Item 15 & 16 only)
Luisa Kemp (LK)	Snr. Project Manager (Item 17 only)
Christopher Casey (CC)	Board Support Manager
Heather Greig (HG)	Board Support Executive Officer
Margaret Kyle (MK)	Minutes

OBSERVERS:

Sean Morrison, BDO (Internal Audit Discussions)
Siobhan Hynes, Programme Officer

1 CHAIR'S WELCOME

1.1 Chair welcomed everyone to this Strategic Planning and Change Committee and began with introductions, apologies and welcomed new participants, including James Wallace, Director of Finance, Digital and Infrastructure and Penny McIntrye, Director of People, Communications and Engagement both of whom joined SFRS on Monday 3 August 2026. Sean Morrison also attended as an observer in respect of Internal Audit discussions.

2 APOLOGIES FOR ABSENCE

2.1 Sarah O'Donnell, Deputy Chief Officer (Corporate Services)
Mark McAteer, Director of Governance, Strategy and Change
Richard Whetton, Head of Governance and Compliance
Curtis Montgomery, Head of Portfolio Office

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 no items were to be tabled under the Private Session.

4 DECLARATION OF INTERESTS

4.1 There were no declarations of interest noted.

5 MINUTE OF PREVIOUS MEETING: 14 MAY 2026

5.1 The draft Minute of 14 May 2026 was agreed as an accurate record.

5.1.1 In respect of paragraph 8.1.8 within the draft Minute, the Committee sought assurance that further explanation around the purpose and format of the Long Term Vision was being captured within the action log.

ACTION: CM

5.2 **The minute of the meeting held on 14 May 2026 was approved as a true record of the meeting.**

6 ACTION LOG

6.1 CC presented the Rolling Action Log for consideration. The Committee were asked to review and approve the removal of 3 actions noted as complete and note 4 actions categorised as green status.

Action 7.1.17– SFRS Strategic and Financial Planning Process (05/02/2026):
The Committee raised concerns about delays in aligning the planning cycle with the Committee meeting timetable. Committee described the position statement as “opaque”, noting that it did not clearly explain the underlying issue relating to integrated financial planning and suggested clearer wording was required. The Committee agreed that a clear position should be provided within the position statement, either confirming the review was complete or identifying the outstanding work required. *(Existing action had been amended to include this additional request).*

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

7 PLANNING /STRATEGY

7.1 **Change Lifecycle Survey Results**

7.1.1 HM presented the Change Lifecycle Survey results, identifying gaps in awareness, consistency, governance and access to guidance.

7.1.2 HM explained that the Change Lifecycle Survey had been sent to various stakeholder groups, including the Strategic Leadership Team (SLT), Senior Management Board (SMB) and Change colleagues, with one third responding. Responses showed awareness and consistency of change delivery varied depending on participant’s roles and frequency of interaction with the Change process. The survey revealed gaps in visibility, access to guidance, understanding of governance, with only 60% feeling they had good awareness and half perceiving consistency. Stakeholders requested clearer roles, scalable governance, improved communication, and better access to templates and training.

7.1.3 Next steps and proposed improvements were outlined including reviewing Change Governance, uploading guidance and templates to iHub, completing benefits toolkit before business case approval, and implementation of a project sizing tool. The Committee discussed the importance of proportionality and embedding these tools consistently.

7.1.4 The Committee expressed concern that successive reviews had highlighted similar issues regarding Change governance and sought assurance that improvements would be progressed. AW confirmed work was underway to review Change governance arrangements and that the organisation was not waiting for the forthcoming BDO audit before taking forward improvements and advised that MMcA was leading work in this

area. The Committee requested that once the proposed governance structure was considered and approved by SLT, this would be reported back to the Committee for information.

ACTION: MMcA

7.1.5 The Committee emphasised the requirement for more agility, enabling approach, proportionality in governance, and better communication whilst highlighting the importance of early engagement and internal communications. There was consensus that the process should enable rather than hinder change, and that lessons learned and resource allocation better managed. Benefits realisation, project closure and risk management were also identified as areas requiring further improvement.

7.1.6 AW advised that survey findings should be considered alongside wider evidence, including the Azets review and forthcoming BDO audit, as part of determining the future operating model for change management, highlighting the need for a more agile, streamlined and enabling approach to Change governance, with greater proportionality through the application of "T-shirt sizing". AW stressed the key challenge was balancing assurance and governance requirements with the need to support innovation and effective delivery, whilst also developing a positive organisational culture around Change.

7.1.7 The Committee cautioned against overly mechanistic and framework-driven approaches to change governance, advocating greater use of professional judgement, holistic decision-making and proportionality, arguing that governance requirements should be determined through informed assessment of a project's scale and complexity. The Committee also emphasised the importance of early engagement between Programme/Project Managers and business areas, with the Change function acting as an enabling partner rather than simply administering process compliance.

7.1.8 The Committee highlighted the importance of ensuring staff affected by change were actively involved in the process and understand how decisions were being made. In response, HM acknowledged improvements were required to strengthen engagement and communication, noting staff should feel empowered and viewed as an integral part of the change process rather than perceiving change as something imposed upon them.

7.1.9 The Committee emphasised that proportionality should be the central principle underpinning the Change Lifecycle Framework and cautioned against the one-size-fits-all approach to governance, highlighting the need for change processes, governance arrangements and supporting toolkits scaled according to the size and complexity of each initiative. The Committee noted that this was essential to securing stakeholder buy-in and avoid governance becoming unnecessarily burdensome.

7.1.10 The Committee queried whether the project sizing (T-shirt sizing) tool, previously identified as a means of introducing greater proportionality into the Change Lifecycle process, had been implemented. HM advised that the tool had been developed and was beginning to be used, although it had not yet been fully embedded within decision-making processes. Work was ongoing to ensure consistent application across change initiatives and to increase stakeholder awareness of its purpose and use.

7.1.11 The Committee advocated a more human-centred, judgement-based approach to decision-making rather than excessive reliance on rigid frameworks and processes and recommended two papers for decision-making frameworks: the Ashen framework and the Cynefin framework, both written by Dave Snowden.

7.1.12 The Committee sought assurance on timescales for implementing improvements arising from the survey findings, noting similar issues had been identified through previous reviews. AW confirmed improvement work was already underway and would not be

delayed pending the BDO audit, with governance proposals reported back to the Committee following SLT consideration.

7.1.13 The Committee noted the survey findings supported the proposed improvements and endorsed continued review of the Change Lifecycle Framework and governance arrangements, with further work to be informed by the survey, Azets review and forthcoming BDO audit; members agreed the framework should be simplified, proportionate and enabling, with processes that "fit the organisation rather than requiring the organisation to fit the process".

7.1.14 The Committee recommended work continue with reviewing and simplifying the governance arrangements, embedding the project sizing (T-shirt sizing) tool, improve accessibility of guidance and templates within iHub, and bring governance structure changes back to SPCC for information following SLT consideration.

7.1.15 **The Committee scrutinised the report.**

7.2 **Strategic Planning and Change Committee Oversight of Service Delivery Review**

7.2.1 TO'D advised that the Committee had recently focused more on Change Management than Strategic Planning, as noted during discussion of the Assurance Statement. TO'D also provided an update from the recent Board Strategy Day workshop, which considered the role of each Board Committee and where oversight responsibility for major programmes, including the Service Delivery Review (SDR), should sit.

7.2.2 The Board Strategy Day concluded that Committee roles may evolve, with a paper to be presented to a future Board meeting to formalise any agreed changes. In the meantime, the Committee's remit remains unchanged, although further adjustments may be required subject to Board consideration and approval.

7.2.3 AW advised that future updates, including the SDR timeline and implementation activity, may be more appropriately reported through SPCC as the programme moves from decision-making into delivery and implementation.

7.2.4 The Committee agreed that SDR activity should be incorporated within the relevant Committee structures, rather than managed through separate oversight arrangements. It was suggested that SPCC should continue to oversee SDR matters relating to strategic planning, change delivery, implementation progress and assurance that projects remain on track and are delivered as intended.

7.2.5 Discussion arose regarding whether SDR projects required dedicated project management resources. One view was that many approved SDR activities were essentially business-as-usual work, while another view was that the wider SDR programme remained a substantial and complex piece of work that required programme-level co-ordination and oversight.

7.2.6 Discussion supported continued SPCC oversight of the Change and implementation elements of SDR, with accountability for operational and people impacts resting with the relevant Committees. Members were broadly supportive of a distributed governance model, with overall assurance provided to the Board through collective Committee oversight.

7.2.7 **The Committee noted the verbal report.**

8 CHANGE

8.1 **Portfolio Progress Report – Data as of 29 June 2026**

8.1.1 HM presented an update on the Strategic Change Portfolio, highlighting that the Corporate Services Review (CSR) and Enabling Infrastructure Programmes remain

amber due to delivery pressures, resource availability and benefits realisation challenges.

8.1.2 Progress was reported across the New Mobilising System, Rostering, ESMCP/In-Vehicle Systems, Safety and Assurance Management System, Self-Contained Breathing Apparatus, SDR and Organisational Culture and Leadership initiatives.

8.1.3 Significant risks were highlighted relating to the delayed delivery of the Rostering project, insufficient programme and project resources, funding pressures, benefits realisation, supplier performance, and dependencies affecting key technology programmes. The Committee also noted concerns regarding organisational capacity to deliver multiple concurrent change initiatives and the importance of embedding lessons learned to improve future programme delivery. Mitigation activity was ongoing through enhanced portfolio governance, benefits management, resourcing reviews and independent assurance arrangements.

8.1.4 The following programmes were highlighted and discussed:

8.1.5 Service Delivery Review (SDR)
HM advised that the key milestone of a Board decision on SDR had been achieved on 22 June 2026 and the programme had now moved into the next phase of delivery planning. Extensive stakeholder engagement supported the decision-making process, and work was underway to develop implementation plans and capture lessons learned. Concerns were highlighted regarding programme resourcing, with a significant proportion of project staff employed on fixed-term contracts which were due to end. It was noted that future progress would be dependent on securing appropriate resources and funding arrangements. The Committee was advised that negotiations relating to the Alternative Duty Systems workstream had taken longer than anticipated and could impact delivery timescales.

8.1.6 Corporate Services Review (CSR)
HM reported progress continued within the CSR Programme, including identification of the preferred procurement route for the Corporate Business Solutions (CBS) project and recruitment of a Senior Project Manager. Committee members were advised that a compressed timetable remained the key challenge, with the Full Business Case for (CBS) required by September 2026. Further work is ongoing regarding the Pay and Reward Framework Review, Service re-design activity and development of the Digital, Data, Technology and Data Governance Strategy. Risks remained around resource availability and the ability to identify suitable benefits measures and baseline data to demonstrate programme success.

8.1.7 Enabling Infrastructure (EI)
The Committee received an update in respect of the EI Programme and noted that although progress had been made on a number of projects, several significant delivery risks remained. The New Mobilising System continued to face schedule pressures due to dependencies associated with the integration platform (Boomi) and other technical requirements. The Rostering Project remains a business-critical concern, with supplier performance issues and system functionality challenges resulting in delays and an anticipated implementation date extending into 2027. Members were advised that contingency arrangements would be needed to maintain appliance crewing capability beyond September 2026. Updates were also provided on the Self-Contained Breathing Apparatus (SCBA) project, where procurement activity was progressing, and on In-Vehicle Systems, which continue to roll out successfully. Resource availability across the programme remained a significant delivery risk.

8.1.8 Organisational Culture and Leadership (OCL)
HM reported that the OCL Programme remained in a positive position, with overall programme status reported as Green. Progress had been made in establishing

governance arrangements, including the formation of the Advisory Board and approval to recruit key specialist roles. The Committee noted that the programme encompassed a number of initiatives including leadership and management development, employee voice, workforce inclusion, values review, safety and standards, and partnership working. Funding had been secured to support delivery, and the first meeting of the Advisory Board has been scheduled.

8.1.9 The Committee sought further assurance regarding Portfolio resourcing, particularly the impact of fixed-term contracts ending on delivery of the SDR Programme. HM confirmed work was underway to develop more sustainable resourcing arrangements for the Portfolio office. The Committee also raised concerns regarding delays with the Rostering Project whereupon it was agreed a more detailed discussion on Rostering would be held within the Private session. Committee requested further clarification on procurement arrangements and timescales associated with the SCBA project.

8.1.10 The Committee queried the risks associated with the expiry of fixed-term contracts and sought assurance that project expertise and organisational knowledge would not be lost. HM advised that while some fixed-term contracts had ended, recruitment activity was ongoing and proposals would be submitted to establish permanent project delivery roles using approved funding. Members were advised future resource requirements for the SDR would be determined through ongoing implementation planning. AW confirmed funding for the SDR team had been included in the current year's budget to support continued recruitment and programme delivery.

8.1.11 In response to a query from the Committee regarding the Digital, Data and Technology Strategy (Item 3.11.4), JW advised he had not contributed to this paper prior to its submission to SLT. JW confirmed he had since engaged with relevant colleagues and understood that the strategy itself had been approved, with work now focused on implementation. Members were advised SLT had requested additional information regarding proposed investment requirements and that a revised submission would be returned to SLT for further consideration. HM confirmed that the associated Business Case remained subject to further clarification before approval could be progressed.

8.1.12 The Committee sought clarification regarding report reference 3.12.3 (Rostering Project) namely, a request received from Unison to re-run the pilot associated with roster contract changes, noting the stated risk of a potential collective grievance if the request was not actioned. AW advised ongoing discussions were being undertaken with representative bodies, however, was not sufficiently sighted on the detail to provide a full explanation. The Committee agreed a further update would be sought on the matter.

ACTION: SO'D

8.1.13 The Committee also sought assurance regarding the deliverability of several major projects currently reported as Amber and queried whether the level of risk was being understated. AW advised, whilst confidence remained that key projects such as the New Mobilising System could be delivered, significant dependencies, resource pressures, contractual challenges and external factors continued to be actively managed. AW advised absolute assurance could not be given that projects would not move to red status; however, robust governance and monitoring arrangements were in place to identify and address emerging issues at an early stage. HM advised the Amber status reflected known risks being actively managed and provided transparency regarding areas requiring continued scrutiny.

8.1.14 The Committee sought information regarding report reference 3.7.6 concerning workload pressures within the Enabling Infrastructure Programme contributing to sickness absence, questioning whether sufficient immediate action had been taken to prioritise work and reduce pressure on staff. HM advised prioritisation activity had already been undertaken, particularly within Digital, Data and Technology Services, with critical

programmes prioritised and where appropriate lower-priority work deferred. HM noted a wider resource management approach was being developed to provide greater oversight of competing resource demands across the portfolio. AW confirmed discussions were ongoing regarding improved strategic prioritisation and alignment across Directorates. The Committee received assurance that both immediate mitigations and longer-term resource management improvements were being progressed.

8.1.15 JW advised recent prioritisation activity appeared to have alleviated some pressures and undertook to investigate reported health and wellbeing impacts on colleagues supporting and delivering Change activity and provide further information to the Committee

ACTION: JW

8.1.16 The Committee scrutinised the report, noted the progress made across the Strategic Change Portfolio and acknowledged the delivery challenges associated with programme resourcing, project timelines and supplier performance.

8.1.17 **The Committee scrutinised and noted progress on the report.**

9 FINANCE

9.1 **Portfolio Finance and Performance Report - Data from Portfolio Report 2026/27 P3**

9.1.1 HM reported Strategic Change Portfolio remains on track with overall portfolio health rated Amber due to delivery pressures, resource constraints and a number of significant risks. The portfolio is entering a particularly intensive period of delivery, including key milestones for CBS, SCBA, New Mobilising System and Rostering.

9.1.2 The Financial Performance total approved portfolio expenditure across the next three financial years is £51.66M, with £11.45M planned for 2026/27.

9.1.3 HM reported overall approved business case costs were approximately £37.2M, with forecast expenditure around £35M, giving a forecast underspend of £1.45M (3.89%), which is within the agreed tolerance level. Most projects are either on budget or forecasting underspends.

9.1.4 **Rostering Project** - remains the most significant concern within the portfolio, currently red for time, cost in the current reporting period is due to supplier delays and the additional development costs arising from those delays, but that the position was expected to improve once a formal Change request had been approved and the project re-baselined.

9.1.5 **Breathing Apparatus** – significant spend of £4M capital is scheduled and due to fall into end of financial year. Too early to confirm whether the full spend profile would be achieved. HM advised the achievability of the planned spend would become clearer around September 2026 once procurement exercise concluded and preferred supplier has confirmed delivery timescales.

9.1.6 **Service Delivery Review** - showing red with overspend. Committee inquired what was holding up process. HM explained this was due to the timeline and due to come forward for approval within the next few months.

9.1.7 **Corporate Business Solutions -** Overall status Amber showing a relatively small spend in relation to budget. Progress towards procurement and Full Business Case development is scheduled for submission in September 2026. Financial performance remains within budget; however, compressed delivery timescales, recruitment of key project resources and the need to establish robust benefits measures continue to present risks to successful delivery.

9.1.8 **New Mobilising System** – Financial position remains green. Whole-life expenditure is forecast to fall below the approved business case. Benefits validation has been

completed, and assurance activity progressing.

9.1.9 **The Committee scrutinised the report.**

10 COMMITTEE ROLLING FORWARD PLANNING

10.1 **Committee Forward Plan**

10.1.2 The Committee considered and noted the Forward Plan. The following items were to be added:

- NMS Update (November 2026)

10.2 **Items for Consideration at Future IGF, Board and Strategy Day meetings.**

10.2.1 There were no items noted.

11 REVIEW OF ACTIONS

11.1 Several formal actions were recorded during the meeting.

12 DATE OF NEXT MEETING.

12.1 The next full Public Committee meeting is scheduled to be held on Thursday 5 November 2026.

REPORTS FOR INFORMATION ONLY

The following report was provided for information only and were taken as read.

- Internal Audit Draft Terms of Reference – Change Management

(The public meeting broke at 1150hrs and reconvened in private session at 1200 hrs)

PRIVATE SESSION

13 MINUTE OF PREVIOUS PRIVATE MEETING: THURSDAY 14 MAY 2026

13.1 The Committee approved the Private Minute as an accurate record.

14 PRIVATE ACTION LOG

14.1 The Committee noted updated Action Log and approved the removal of closed actions.

15 PEOPLE, PAYROLL, FINANCE CLOSURE REPORT

15.1 LMcG presented the People, Payroll and Finance (PPF) Project Closure Report on behalf of Paul McGovern (PMcG). The Committee were asked to note the contents of the report and the formal closure of the project.

15.2 **The Committee scrutinised this report.**

16 CORPORATE BUSINESS SOLUTIONS

16.1 LMcG provided an update on Corporate Business Solutions, covering procurement progress, business case development, resourcing and assurance activity.

16.2 **The Committee noted this report was for information only.**

17 ROSTERING PROJECT

17.1 LK presented an update report on the progress of the Rostering Project and shared the outcomes of a recent options review relating to the Roster implementation.

17.2 **The Committee scrutinise the report.**

There being no further matters to discuss, the Private meeting closed at 1230hrs.

Agenda
Item 6

STRATEGIC PLANNING AND CHANGE COMMITTEE – ROLLING ACTION LOG

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations
Currently the rolling action log contains 8 actions. A total of 5 of these actions have been completed.

The Committee is therefore asked to approve the removal of the 5 actions noted as completed (Blue status), note 2 actions categorised as Green status and note one action categorised as Yellow status on the action log.

STRATEGIC PLANNING AND CHANGE COMMITTEE
ROLLING ACTION LOG

Committee Meeting: 5 February 2026						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
7.1.17	**SFRS Strategic and Financial Planning Process:** 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. **Amendment (06/08/2026):** The Committee raised concerns about delays in aligning the planning cycle with the Committee meeting timetable. Committee described the position statement as "opaque", noting that it did not clearly explain the underlying issue relating to integrated financial planning and suggested clearer wording was required. The Committee agreed that a clear position should be provided within the position statement, either confirming the review was complete or identifying the outstanding work required.	**CM** ~~BST~~	**August 2026** ~~May 2026~~		**November 2026**	**Complete (14/05/2026):** 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. **REOPENED (14/05/2026):** CM to review meeting dates and look at alignment and report back to next meeting. **Update (06/08/2026):** Review in progress. It has been broadened to incorporate cadence of financial reporting. **Complete (05/11/2026):** A review of the reporting timetable and scheduled meeting dates has been completed, identifying where further alignment is required across CPPG, SPCC and Board planning milestones. Relevant meeting schedules are now being reviewed with the responsible teams. As meetings are currently scheduled through to February 2027, full alignment will be incorporated into the timetable for the next financial year; in the interim, existing dates will be

						adjusted where necessary to support timely and integrated strategic and financial reporting. Any changes to governance arrangements arising from the ongoing internal audit will also be reflected in the revised meeting and reporting timetable.
7.2.6	**Development of Local Plans:** RW proposed providing Committee with ongoing updates on progress, statutory compliance, and local partner engagement throughout the development and consultation process.	**RW**	**May 2026**		**October 2026**	**Update (14/05/2026):** Work is ongoing on the development of local plans, this is at an early stage, and further updates will be provided in due course. **Update (06/08/2026):** The full Board received a detailed update on Local Plan Development in July 2026, and there is no substantive new information to report since that update. Since approval to proceed with the review and redevelopment of Local Fire and Rescue Plans, review reports have been completed for all existing plans and draft revised Local Fire and Rescue Plans have been developed across all local authority areas. The draft plans and associated review reports are currently entering into the final stages of review by the Deputy Assistant Chief Officers to provide assurance ahead of public consultation. An eight-week public consultation is scheduled to commence in late-August 2026, with final plans expected to be submitted to local authority scrutiny committees for approval by the end of 2026, in line with the agreed programme. A more detailed update will be presented at the

						next SPCC meeting, including results from the consultation exercise. **CLOSED (05/11/2026):** Chair confirmed that this action would be closed as this item fell within the remit of the Service Delivery Committee.

Committee Meeting: 14 May 2026						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
8.1.9	**Long Term Vision – Refresh Proposal and Method Statement:** The Committee requested assurance that the three-horizons model, would be applied as an integrated rather than non-sequential, approach. CM provide further offline discussion, with AF, on three horizons model	**CM**	**August 2026**			**Update (06/08/2026):** Meeting between CM and AF being scheduled. **Update (05/11/2026):** The original meeting was cancelled due to availability and rescheduled for 4 November. In parallel, work is progressing to refresh the Service's Long-Term Vision and associated outcomes. SLT is scheduled to finalise the vision and outcomes on 28 October 2026, ahead of consideration at the joint Board/SLT Strategic Planning Workshop in December 2026.
9.1.11	**Portfolio Progress Report:** CM to provide further updates on contract extension discussions and resourcing to the Committee.	**CM**	**August 2026**		**November 2026**	**Update (06/08/2026):** Resourcing paper to be presented to Strategic Leadership Team seeking approval to reduce reliance on fixed term contracts and establish four substantive roles utilising previously approved funding. **Complete (05/11/2026):** All SSRP temporary Project Management contracts have concluded. SLT has approved the establishment of three substantive Senior Project Manager

						posts and one substantive Project Manager post. These roles will be funded from the existing Strategy and Change budget previously allocated to the SSRP and are currently progressing through the recruitment process.

Committee Meeting: 6 August 2026						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
5.1.1	**Draft Minutes (14/5/2026) -Long Term Vision – Refresh Proposal and Method Statement:** In respect of paragraph 8.1.8 within the draft Minute, the Committee sought assurance that further explanation around the purpose and format of the Long Term Vision was being captured within the action log.	**CM**	**November 2026**			**Update (05/11/2026):** Work is progressing to refresh the Service's Long-Term Vision, including clarification of its purpose, format and intended outcomes. SLT is scheduled to finalise these elements on 28 October 2026, ahead of their consideration at the joint Board/SLT Strategic Planning Workshop in December 2026.
7.1.4	**Change Lifecycle Survey Results:** The Committee requested once the proposed governance structures were considered and approved by SLT, this would be reported back to the Committee for information.	**MMcA**	**November 2026**			**Update (05/11/2026):** The findings of the Change Lifecycle Review Short-Life Working Group, including the survey results, have been provided to inform the ongoing internal audit of the Strategy and Change function's structure, processes and overarching governance arrangements. The audit findings will inform any proposed revisions to change governance, which will be considered by SLT before an update is reported to the Committee.

8.1.12	**Portfolio Progress Report – Data as of 29 June 2026:** The Committee sought clarification regarding report reference 3.12.3 (Rostering Project) namely, a request received from Business Support via Unison to re-run the pilot associated with roster contract changes, noting the stated risk of a potential collective grievance if the request was not actioned. AW advised ongoing discussions were being undertaken with representative bodies, however, was not sufficiently sighted on the detail to provide a full explanation. The Committee agreed a further update would be sought on the matter.	**SO'D**	**November 2026**		**October 2026**	**Complete (05/11/2026):** It has been confirmed that the Rostering Project pilot will not be re-run. Instead, a 12-week transitional period will commence w/c 19 October 2026, transferring responsibility to Payroll. The new process will be monitored against success criteria covering payroll accuracy, timely and end-to-end processing, sustainable workload and process control. An evaluation and stakeholder review will follow the transition period to assess effectiveness and identify any required refinements. Business Support has been advised of the proposed approach, with further feedback sought from UNISON, although no feedback has been received as yet. Preparations are underway for the transition to commence as planned.
8.1.15	**Portfolio Progress Report – Data as of 29 June 2026:** JW advised recent prioritisation activity appeared to have alleviated some pressures and undertook to investigate reported health and wellbeing impacts on colleagues supporting and delivering Change activity and provide further information to the Committee	**JW**	**November 2026**		**November 2026**	**Closed (05/11/2026):** JW investigated and was unable to identify continuing health and wellbeing reports from within Finance, Digital and Infrastructure. We do have resource constraints in teams involved with change. Line managers have been reminded of the need to safeguard colleagues health and wellbeing via standing arrangements, regular check in, referral to wellbeing service offers by SFRS where appropriate, management of annual and flexi leave balances. JW will continue to actively manage but would propose to close this action.

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee

Report No: C/SPCC/22-26

Agenda Item: 8.2

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**							
Meeting Date:	**5 NOVEMBER 2026**							
Report Title:	**PORTFOLIO PROGRESS REPORT – DATA AS OF 07 OCTOBER 2026**							
Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide the Strategic Planning and Change Committee (SPCC) with an overview of delivery progress of the Strategic Change Portfolio focusing on time, cost, resource, benefits realisation, business readiness and the management of key risks to successful delivery.
2	**Background**
2.1	The Scottish Fire and Rescue Service (SFRS) has a 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 programmes: Service Delivery Review (SDR), Enabling Infrastructure (EI), Corporate Services Review (CSR) and Organisational Culture and Leadership (OCL).
2.2	**Service Delivery Review**
2.2.1	The central objective of the Service Delivery Review programme is to implement operational 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	**Corporate Services Review**
2.3.1	The Corporate Service Review programme aims to modernise the administrative and support functions of the SFRS. This involves integrating services, streamlining processes, improving governance, enabling systems and ensuring that corporate services are aligned with the strategic objectives of the organisation.
2.4	**Enabling Infrastructure**
2.4.1	The Enabling Infrastructure programme is aimed at delivering sustainable, user focussed, integrated systems, technology and infrastructure to enhance the safety and wellbeing of our people and communities.
2.5	**Organisational Culture and Leadership**
2.5.1	The Organisational Culture and Leadership Programme has been designed to drive cultural and leadership transformation across SFRS. Its scope includes values, safety, standards and behaviours; diversity, inclusion and workforce development; leadership and talent; engagement, communication and wellbeing, and agile working.

3	Main Report/Detail
3.1	Overall health across the portfolio is Amber.
3.2	 Corporate Business Solutions (CBS): Strategic Leadership Team (SLT) approved the Full Business Case on 09 September 2026 and the contract was successfully awarded to TechnologyOne on 30 September 2026, enabling mobilisation to commence. New Mobilising System (NMS): The project delivered Edinburgh Operations Control (EOC) CAD Go Live on 30 September 2026, including migration of 100% of East MDTs and connection of all East stations. Rostering: CR07 Option 1A was approved by the Project Board on 01 October 2026, now progressing through governance.
3.3	Portfolio risk reporting has remained relatively static, with limited changes in exposure or mitigation effectiveness.
3.4	Insufficient project, change and subject matter expert capacity remains the most persistent risk across the portfolio, driving Amber or Red resource ratings within the Service Delivery Review and Enabling Infrastructure Programmes. Key impacts include delays to planning and implementation, reliance on interim arrangements, constrained delivery capacity and challenges recruiting or backfilling critical roles.
3.5	The Rostering project remains under enhanced governance due to delivery slippage, forecast Business Case overspend and materialised high-impact risks, with Time, Cost and Risk all rated Red and Resources Amber. Governance activity has focused on replanning the project through CR07 Option 1A, with the proposal extending delivery to 31 December 2027 and requiring full schedule and Business Case re-baselining. Despite these challenges, delivery continues, supplier high-level delivery plan has been received, Gartan Roster testing is progressing well, and integration activity continuing with the New Mobilising System.
3.6	Other key risks to the wider delivery of strategic change include: - Insufficient funding being available to meet all planned Portfolio investments which may limit the pace of change - Limited demonstration of benefits realised against strategic outcomes. Senior Responsible Officers (SRO), Programme Managers and Project Managers are asked to review their existing benefits documentation and provide the Benefit Toolkit to Change Portfolio Progress Group (CPPG) each month to track progress. - Insufficient resource and skills available to effectively deliver change with specific shortfall in PM resource causing delay in mobilising new change activity and bringing pressure to bear on existing resource. - The absence of a clearly defined future state and long-term change road creates uncertainty around portfolio direction, priorities and decision-making. - There is a risk that change activity outside the portfolio places additional demand on shared resources, reducing capacity and capability to deliver portfolio priorities.
3.6.1	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 business readiness planning together with the use of independent scrutiny and assurance. A detailed overview of portfolio risk is provided in Appendix E.

3.7	**Portfolio Resourcing**
3.7.1	Across the portfolio, availability of resource has been identified as a risk to the pace of delivery. There are three components to the risk. The first relates to core project resourcing, the second to the wider organisational capacity to deliver change, and the third to the health and wellbeing of those involved in change.
3.7.2	Core project management gaps that have been identified include: • Service Delivery Review has had no project management resource attached to it since mid-August. • The successful recruitment to the Corporate Business Solutions Senior Project Manager role has created a need to identify project management resource for the Safety and Assurance Management System (eSams). Efforts to identify capacity within the organisation have not been successful to date*. • The Assistant Manager role within NMS has been vacant since mid-June. The NMS Team has advised that this will not impact delivery of the remaining elements of the first phase. Suitable resource will need to be identified for the second phase of the project. • The Change Centre of Excellence Manager left SFRS during September. This vacancy is expected to present challenges in maintaining effective portfolio governance and stage-gate assurance arrangements, while also limiting the organisation's capacity to further develop change capability and provide appropriate support to non-project professionals involved in delivering change initiatives.
3.7.3	To mitigate this risk and address the project management gaps identified above, SLT has approved the recruitment of three Senior Project Managers and one Project Manager. Discussions are ongoing to confirm the budget required to support these appointments.
3.7.4	Organisational constraints continue to be experienced around the volume of change it is possible to deliver at any one time and there is a significant risk this may get worse.
3.7.5	The previous SRO of Enabling Infrastructure highlighted it as an area of key concern and multiple teams have cited workload pressures as being a leading cause of sickness and absence. Mitigations include improved project planning to ensure work requirements are better understood, improved collaboration and cross-departmental ways of working, adoption of work packages, better use of Project Boards and enhanced change impact and readiness assessments.
3.8	**Benefits Realisation**
3.8.1	There is a risk across the portfolio that achievement of benefits cannot be demonstrated because they have not been sufficiently defined resulting in an inability to effectively show how change has contributed to the delivery of strategic outcomes. SFRS has a benefits toolkit that supports the definition, validation and mapping of benefits realisation. The completion of the benefits toolkit for each initiative was mandated by CPPG in June 2026. SROs, Programme Managers and Project Managers are asked to review their existing benefits documentation and provide the Benefit Toolkit to CPPG each month to track progress.
3.8.2	Initiatives currently in the delivery phase that do not have completed benefits toolkits include: - Corporate Business Solutions - Rostering - Safety and Assurance Management System - Self-Contained Breathing Apparatus - ESMCP/In-Vehicle Systems
3.8.3	Further detail is presented in Appendix H – Benefit Management Status Update.
3.8.4	Service Delivery Review will incorporate benefits definition and validation as part of the planning for the next phase.

3.8.5	Details of individual initiatives are provided in the Portfolio Progress Dashboard in Appendix A. A summary of business readiness for the New Mobilising System, Rostering, Corporate Services Restructure and the Safety and Assurance Management System is included in Appendix D.
3.9 3.9.1	**Service Delivery Review**  The overall programme status is Amber, with Risk and Resource RAG now Red. There is demand to mobilise projects but no Project Management resource available to support this. Change Resource capacity remains the principal challenge to programme delivery. Reductions in both uniformed and non-uniformed capacity, alongside the loss of experienced personnel, create risks to delivery pace and quality.
3.9.2	Key achievements this reporting period include: • CPPG approval of the Governance model, delivery sequencing and priority work packages for SDR Phase 1 delivery. • Programme Board approval of the SDR Comms Plan and Lessons Learned report. • Long Term Dormant Project kicked off, and early planning underway for Day Shift Duty System (DSDS) changes, Glasgow, Dundee and East Lothian.
3.9.3	The SDR lessons-learned review has concluded showing 89% confidence in the programme's planning and delivery approach and 81% confidence in readiness for implementation, with findings presented to the October Programme Board.
3.9.4	Initial sequencing and priorities have been agreed, with detailed planning now underway to test scope, dependencies, benefits, costs and resource requirements before implementation baselines are confirmed.
3.9.5	A Programme Benefits paper will be tabled in November to enable a shared view on the potential Benefits anticipated.
3.10	**Corporate Services Review**
3.10.1	 The overall programme status is Amber. Key achievements this reporting period are: Corporate Business Solutions (CBS) Full Business Case approved by SLT on 09 September 2026, enabling contract award to TechnologyOne on schedule on 30 September 2026 and progression into mobilisation. CBS project mobilisation has advanced through onboarding of Payroll, Finance Systems and Business Support resources, alongside recruitment of a Business Change Lead and continued engagement on People SME requirements.
3.10.2	The Corporate Services Review remains Amber, with time, risk, resources and benefits requiring continued oversight. Corporate Business Solutions has moved into mobilisation

following approval of the Full Business Case and contract award to TechnologyOne on 30 September 2026. Data and reporting resource has been secured and the Business Change Lead commenced on 5 October 2026; however, Senior Project Manager availability and wider departmental capacity remain material constraints as supplier workshops, configuration, data migration, integration planning and implementation activity progress. Key dependencies include securing departmental resources, confirming implementation dates with the supplier, progressing Service Redesign proposals, agreeing governance for the broadened Pay and Reward activity, completing employee consultation on the Directorate Restructure, and establishing governance for the approved first tranche of Digital, Data and Technology (DDAT) investment. Procurement capacity and the ability to commit DDAT funding by the end of March 2027 will require close attention.

3.10.2 A key strategic risk remains the incomplete definition of future operating states, measurable benefits, baselines and accountable owners across parts of the programme. For Corporate Business Solutions, the Benefit Toolkit and supporting profiles must now be developed and validated against the approved Full Business Case as mobilisation and detailed design progress. The Service Redesign approach should clarify the services and outcomes required, with structures, processes, technology and data treated as enablers, while recognising dependencies on CBS implementation. The broadened Reward and Benefits work, Directorate Restructure and DDAT investment also require clear outcomes, governance, measures and benefits ownership so that programme performance and contribution to strategic objectives can be demonstrated consistently.

3.11 **Enabling Infrastructure**

3.11.1



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

NMS achieved key delivery milestones, including a Green Delivery Confidence Assessment and successful EOC CAD Go-Live

Infrastructure and fleet modernisation progressed, with 275 vehicle upgrades completed in the East and North.

SCBA supplier onboarding is progressing well.

3.11.2 Major Property Projects are being added to the scope of the Enabling Infrastructure programme, with the inaugural Project Board was held on 20 October 2026.

3.11.3 NMS Project Overall Status is Amber. While delivery confidence has improved significantly, resource pressures continue to present a material risk. Project risk remains under review until sustainable resourcing is confirmed. The project achieved a GREEN Delivery Confidence Assessment through the DAO Gate Review process and successfully delivered EOC CAD Go Live, including Availability integration, on 30 September 2026. Focus now shifts to the planned DOC Go Live on 27 October 2026 and ensuring sufficient project capacity is maintained through implementation activity. The project remains on track operationally, but programme-level amber status reflects ongoing resource dependencies and wider timeline pressures across the Enabling Infrastructure portfolio.

3.11.4 Rostering Project Overall Status is Red. Material risks remain around resource capacity and delivery timescales. Two of three additional CS posts approved in February 2026 remain unfilled, requiring ongoing overtime support, while the programme continues to manage the risk of delayed supplier delivery and potential loss of an automated rostering solution following expiry of the legacy Kronos contract. During the reporting period, Change Request 07 to re-baseline the project was approved by Project Board and Programme Board. This

	is scheduled for SLT review on 04 November 2026. Achieving approval of this change request remains the immediate priority to stabilise delivery.
3.11.5	SCBA Project Overall Status is Amber. The project continues to make steady delivery progress, although a Project Manager resource gap remains a material risk and will be monitored until appropriate backfill arrangements are in place. Supplier onboarding activities have been completed, with SLT and Senior Management Board (SMB) demonstrations underway. Evaluation of the fleet modification tender submission is progressing, alongside implementation planning with Single Points of Contact across all LSOs. The project is also advancing multiple workstreams to support preparation of the Final Full Business Case, including benefits management and risk workshops. Delivery remains positive, but programme-level amber reporting reflects ongoing dependency on key resources.
3.11.6	ESMCP/IVS Projects Overall Status is Amber. Overall Status is Amber as delivery continues positively with 275 vehicle upgrades completed, although programme timeline pressures and outstanding West UAT defects require ongoing management.
3.11.7	eSAMs Project Overall Status is Amber owing to a PM resource gap and outstanding data-sharing dependencies, with progress focused on securing the DPA, enabling testing and confirming the implementation approach.
3.11.8	Programme resourcing remains a risk to delivery of key initiatives. There are persistent resource gaps across multiple projects, with vacancies and recruitment delays affecting Rostering, NMS, SCBA and eSAMS. These require interim arrangements and ongoing monitoring until permanent resourcing is secured.
3.12	**Organisational Culture and Leadership**
3.12.1	 Key achievements this reporting period are: Strengthened programme foundations through appointment of the Organisational Development Adviser. Progression of the Programme Blueprint, Strategy and benefits framework.
3.12.2	The programme includes the following key culture and leadership initiatives: • SFRS Values Review • Leadership and Management Development • Inclusive Values-Based Hiring Practices • Employee Voice, Engagement and Partnership Working • Employee Voice, Networks Review • Inclusive Facilities, Kit and Equipment • Safety, Standards, and Performance
3.12.3	Funding of £320k for the programme has been included in the 2026/27 budget to support delivery and part of this will be used to invest in two roles within People. Project and programme support will be provided by the Strategy and Change function.
3.12.4	The programme has delivered significant leadership and workforce development activity, including 15 colleagues completing NFCC leadership programmes, ongoing delivery of

	Leadership Essentials, and development of the SFRS Leadership Framework and leadership pathways. Risks are being identified and captured for consideration at both workstream and programme level, with a consolidated programme risk register being developed.
4	**Recommendation**
4.1	The Strategic Planning and Change Committee is asked to: • Scrutinise the contents of the current report; and • Note the progress, associated risks and constraints across the Change Portfolio • Approve this report as an accurate update on the Strategic Change Portfolio
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** The portfolio continues to reflect SFRS's ambitious appetite for exploring new delivery models and investing in organisational transformation. Overall portfolio health is Amber, with material exposure arising from constrained project and change capacity, affordability, delivery slippage and incomplete benefits evidence. These risks are managed through project and programme risk registers, with escalation through the relevant governance routes and enhanced oversight applied where required, including the Rostering project.
5.2 5.2.1	**Financial** Approved Business Cases indicate planned Strategic Change Portfolio expenditure of £51.66 million over the next three financial years, including £11.45 million in 2026/27. Affordability remains a key constraint, as available funding may not support all planned investments or the pace of delivery envisaged. SLT has approved recruitment of three Senior Project Managers and one Project Manager; discussions are ongoing to confirm the budget required for these appointments. Recruitment lead times and slippage within individual projects, including the proposed Rostering re-baseline and forecast Business Case overspend, may also affect expenditure profiles and require continued scrutiny through portfolio governance.
5.3 5.3.1	**Environmental & Sustainability** There are no direct key environmental & sustainability implications arising from this report.
5.4 5.4.1	**Workforce** Resource capacity remains one of the most significant risks across the portfolio, affecting mobilisation, delivery pace, assurance and the quality of implementation. Gaps include project management and specialist capacity across the Service Delivery Review and Enabling Infrastructure programmes, together with the vacancy created by the departure of the Change Centre of Excellence Manager. This vacancy reduces capacity to maintain portfolio governance and stage-gate assurance, develop organisational change capability and support non-project professionals leading change. The Portfolio Manager has also indicated an intention to retire at the end of the calendar year. This is likely to create a further capability gap affecting portfolio planning, dependency and interdependency tracking, and the effective delivery of wider portfolio management activities. SLT approval to recruit three Senior Project Managers and one Project Manager is a positive mitigation, although implementation remains dependent on confirmation of the associated budget. Initiative-specific funding arrangements can also restrict the flexible deployment of resources across portfolio priorities.
5.5 5.5.1	**Health & Safety** The report does not itself introduce a direct health and safety impact. However, several portfolio initiatives, including the New Mobilising System, Rostering, eSAMS, Self-Contained Breathing Apparatus and work under the Organisational Culture and Leadership Programme, support operational safety, assurance and workforce protection. Delays, resource constraints or weaknesses in implementation and business readiness could

	therefore affect the timely delivery of intended safety improvements and require continued oversight.
5.6 5.6.1	**Health & Wellbeing** Sustained workload and change pressures are affecting colleagues across multiple areas, with workload identified as a contributor to sickness and absence. Continued reliance on interim arrangements, overtime and a limited pool of experienced staff increases the risk of fatigue, reduced resilience and loss of capability. Mitigations include improved planning and sequencing, clearer work packages, effective use of Project Boards, cross-departmental working, and strengthened change impact and readiness assessments. Workforce capacity and wellbeing should continue to be monitored alongside delivery performance.
5.7 5.7.1	**Training** Training demand will arise across several projects as new systems, equipment, processes and operating arrangements are introduced. Training strategies and plans form a core component of business readiness and must be aligned with implementation schedules, workforce availability and operational requirements. Constrained training and subject-matter-expert capacity, or late confirmation of delivery plans, may affect readiness and increase pressure on business-as-usual services. Early definition, sequencing and assurance of training requirements will therefore be essential.
5.8 5.8.1	**Timing** There are material timing implications across the portfolio. Rostering requires re-baselining and is proposed to extend to 31 December 2027, while delivery pressures and dependencies continue across NMS, ESMCP/In-Vehicle Systems, eSAMS, Corporate Business Solutions and Service Delivery Review activity. Recruitment lead times, funding confirmation, supplier dependencies, consultation and constrained organisational capacity may further affect schedules. Portfolio sequencing and prioritisation will be required to ensure that the volume of planned change remains deliverable and that critical dependencies are actively managed.
5.9 5.9.1	**Performance** Portfolio performance is monitored monthly and reported to the Change Portfolio Progress Group. Overall portfolio health is Amber, with resource capacity, delivery timescales, affordability, risk and benefits maturity requiring sustained attention. The absence of completed benefits toolkits for several initiatives limits the ability to demonstrate contribution to strategic outcomes, while incomplete future-state definition and baseline data constrain performance measurement in parts of the portfolio. More comprehensive plans, validated benefits profiles, clear ownership and robust stage-gate assurance are required to increase confidence in deliverability and benefits realisation.
5.10 5.10.1	**Communications & Engagement** Effective communication and engagement are critical to the successful delivery of the portfolio, particularly where initiatives involve workforce consultation, new operating models, system implementation or changes to roles and ways of working. The Service Delivery Review, Corporate Services Review and Organisational Culture and Leadership Programme each require coordinated engagement with colleagues, representative bodies and other stakeholders. Delayed or insufficient engagement could affect readiness, confidence, adoption and delivery timescales; communication and engagement activity should therefore be integrated into project plans and assured through governance.
5.11 5.11.1	**Legal** There are no direct key legal implications arising from this report.
5.12 5.12.1	**Information Governance** A Data Protection Impact Assessment is not required as there is no personal/sensitive information on this report.

5.13 5.13.1	**Equalities** An Equalities Impact Assessment is not required as there is no personal/sensitive information on this report.
5.14 5.14.1	**Service Delivery** The portfolio is intended to improve the efficiency, effectiveness and sustainability of service delivery. However, delays to operationally significant initiatives, constrained subject-matter-expert capacity and competing change demands may affect the pace at which improvements are realised and place additional pressure on business-as-usual services. Dependencies across the Service Delivery Review, New Mobilising System, Rostering, ESMCP/In-Vehicle Systems, eSAMS and SCBA require coordinated planning to minimise operational disruption and ensure that implementation decisions remain aligned with organisational risk and demand.
5.15 5.15.1	**Prevention** There are no direct key Prevention implications arising from this report.

6	**Core Brief**	
6.1	Not applicable	
7	**Assurance (Board/Committee Meetings ONLY)**	
7.1	**Director:**	Mark McAteer, Director of Governance, Strategy and Change
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	The report is based upon the regular highlight reporting by each project and programme and the monitoring of progress across the portfolio. Time, quality and resources are reviewed based on a red and amber escalation RAG status, including key dependencies, risks and benefits realisation.
8	**Appendices/Further Reading**	
8.1	Appendix A – Portfolio Progress Dashboard.	
8.2	Appendix B – Portfolio Plan on a Page	
8.3	Appendix C – Portfolio Dependencies Report	
8.4	Appendix D – Business Readiness Report	
8.5	Appendix E – Portfolio Risk Report	
8.6	Appendix F – Finance & Performance Report	
8.7	Appendix G – Stage Gate Compliance Report	
8.8	Appendix H – Benefit Management Status Update	

Prepared by:	Sean McCluskey, Reporting and MI Lead, Strategy & Change
Sponsored by:	Sarah O'Donnell, Deputy Chief Officer (Corporate Services) Andy Watt, Deputy Chief Officer
Presented by:	Luisa Kemp, Programme Manager

Links to Strategy and Corporate Values
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.

Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/ Outcomes
Change Portfolio Progress Group	*26/10/2026*	*For Scrutiny*	
Strategic Planning and Change Committee	*05/11/2026*	*For Scrutiny*	

APPENDIX A – Portfolio Dashboard October 2026

Programme Title	Overall Health	Time	Cost	Risk	Resource	Next Milestone	Planned Date	Latest Scheduled Date
Corporate Services Review Programme (CSR)	🟡	🟡	🟢	🟡	🟡	Pay and Reward Recommendation Approval at SLT	14/05/26	21/10/26
Overall Status is Amber. Time remains Amber due to DDAT resourcing dependencies and the Pay and Reward timeline moving right. Skills and Resource remains Amber, with CBS Senior Project Manager availability and wider CSR capacity constrained. Benefits remains Amber pending definition of measurable benefits across the wider portfolio; CBS Cost remains Green. CBS achieved key milestones, with SLT approving the FBC on 09/09/26 and the full functional scope contract awarded to TechnologyOne on 30/09/26. Mobilisation, resource onboarding and detailed implementation planning are now progressing. Material dependencies include securing departmental capacity, resolving CBS Senior Project Manager availability, SLT approval of DDAT investment and Directorate Restructure recommendations, and confirmation of Pay and Reward direction. Service Redesign will progress subject to Programme Board approval.								
Enabling Infrastructure Programme (EI)	🟡	🟡	🟡	🟡	🟡	SLT Approval of Change Request (CR07 – Project Timeline, Costs and Resource)	31/08/26	04/11/26
Overall Status is AMBER. Resource, Time and Risk are AMBER. Material pressures remain across Rostering, NMS, SCBA and eSAMS, with PM/resource gaps requiring mitigation and monitoring. Rostering continues to rely on Central Staffing overtime while two of three approved posts remain unfilled; Rostering Change Request CR07 to re-baseline the delivery plan has been approved by Project Board and will be reviewed by Programme Board 22/10 and SLT 04/11. Timeline challenges also affect NMS, IVS and eSAMS, with a full programme risk review due in October. Delivery progress remains positive: NMS achieved a GREEN Delivery Confidence Assessment and EOC CAD went live successfully on 30/09/26; 275 ESMCP/IVS vehicle upgrades are complete; and SCBA supplier onboarding and implementation planning are progressing. Immediate priorities are resource gaps, Rostering re-baseline governance, eSAMS data dependencies, SCBA procurement (fleet) and NMS DOC go-live on 27/10/26.								
Service Delivery Review Programme (SDR)	🟡	🟢	🟢	🟡	🔴	Develop Programme Benefits Plan	03/11/26	03/11/26
Overall status is Amber, driven by limited project and change management capacity. Time and Cost remain Green, with no additional expenditure reported; Risk and Benefits remain Amber; and Skills and Resources remains Red, expected to improve once recruitment and onboarding are complete. Progress is being made, but delivery assurance depends on timely recruitment and sufficiently mature implementation plans. SDR Programme Board approved the Integrated Programme Plan, Comms Plan and Lessons Learned Report, and engagement with LSOs and SPOCs is under way. The LTD kick off workshop has taken place and kick-off meetings for the DSDS project are diarised. Planning also continues for the Dundee and Glasgow people and appliance moves. Responsibility for the Glasgow and East Lothian capital projects will transfer to the Enabling Infrastructure Programme, with clear arrangements maintained for managing dependencies and interfaces with SDR. The Fife Consultation is due to launch in November.								

Programme Title	Overall Health	Time	Cost	Risk	Resource	Next Milestone	Planned Date	Latest Scheduled Date
Organisational Culture and Leadership Programme	●	●	●	●	●	Workstream Plans and Benefits Review	30/11/26	30/11/26
The programme is progressing through definition and planning, with strengthened capacity following the Organisational Development Adviser commencing on 01/10/26. Key risks remain the completion and alignment of programme documentation, workstream plans, milestones, interdependencies, benefits baselines and expenditure forecasts before implementation. The Programme Blueprint and Strategy are being refined to align vision, outcomes, workstreams and anticipated benefits, while initial scope and engagement planning for the SFRS Values Review has commenced. Benefits development is progressing, with focus on definitions, owners, measures and organisational data. The £320k 2026/27 allocation remains in place, although expenditure phasing requires further development. Priorities are to complete planning, establish the consolidated risk register and prepare workstream plans and benefits for Programme Board review on 29/10/26.								

Corporate Services Review Programme (CSR)								
Project Title	**Overall Health**	**Time**	**Cost**	**Risk**	**Resource**	**Next Milestone**	**Planned Date**	**Latest Scheduled Date**
Corporate Business Solutions (CBS)	●	●	●	●	●	Solution Specification Review and Acceptance (HR	18/11/26	18/11/26
Overall Status is Amber. Time, resources, risk and benefits remain Amber; cost is Green. The material exposure is delivery capacity and skills, alongside the need to mobilise resources and meet supplier implementation obligations. The project is transitioning from Intake to Planning, with implementation dates to be confirmed following supplier agreement. Contract award to TechnologyOne completed on 30/09/26, following FBC approvals, while recruitment has progressed with Data Reporting resource secured and the Business Change Lead starting 05/10/26. DAO assurance remains Amber, with one follow-on recommendation requiring action. Immediate priorities are completing Intake and DAF by 15/10/26, mobilising resources for supplier workshops, progressing configuration packs, data migration and integration planning, and strengthening benefit baselines and ownership.								

Corporate Services Review Programme (CSR)			
Initiatives	**Next Milestone**	**Planned Date**	**Latest Scheduled Date**
Service Redesign	Submit updated Service Redesign Proposals	16/09/26	12/11/26
The Programme Board agreed that the redesign approach should focus on the services and outcomes the organisation needs, with structures, processes, technology and data considered as enablers. Work is now progressing to turn the agreed design principles into a practical and proportionate approach that can be applied consistently across Corporate Services. The intention is to bring a more developed proposal back to the Programme Board, including the approach, governance, resource and capability requirements, and where the early redesign activity should be undertaken. The Board also recognised the dependency with CBS, particularly where more fundamental redesign of People, Finance and Business Support services will depend on implementation of the new system and therefore agreed that other areas may be considered to deploy the redesign approach in the meantime.			
Pay & Reward Framework Review	Agreement on Governance	12/11/26	12/11/26
The Programme Board agreed that the existing Pay and Reward work should be broadened to reflect the wider People support required to enable the Corporate Services Review, rather than treating reward as a standalone activity. Work is progressing to develop an overarching Reward and Benefits Strategy, beginning with an SLT workshop to establish the organisation's strategic approach. Further work will also clarify how the wider People enabling activity connects to the CSR Programme without duplicating existing People governance and plans.			
Directorate Restructure	Complete employee consultation	30/11/26	30/11/26
The main directorate restructure has been completed, with further minor adjustments now being progressed following SLT approval. These include a proposal to move Performance Data Services from Governance and Compliance to Strategy and Change, subject to employee consultation, reflecting the links between strategy, change and performance. SLT has also agreed that RDI activity should align to Strategy and Change, with further work to develop the future operating model. The previously agreed transfer of project management resource from DDAT to Strategy and Change remains the direction of travel but will not take place before April 2027 to avoid disruption to current delivery priorities.			
Digital, Data, Technology and Data Governance	Establish Project Governance	30/11/26	30/11/26
SLT has approved the first tranche of funding to begin implementation of the DDAT Strategy Action Plan, with funding available to the end of March 2027. Initial activity is already underway, including engagement with potential external delivery partners. A project manager is in place and work has started to establish formal project governance, including a dedicated Project Board. Procurement capacity has been identified as a key delivery risk given the short timeframe available to commit the approved funding.			

Enabling Infrastructure Programme (EI)								
Project Title	**Overall Health**	**Time**	**Cost**	**Risk**	**Resource**	**Next Milestone**	**Planned Date**	**Latest Scheduled Date**
Rostering	🔴	🔴	🔴	🔴	🟡	SLT Approval of Change Request (CR07 – Project Timeline, Costs and Resource)	23/09/26	04/11/26
Overall Status is RED. Time, Cost and Risk remain RED, reflecting delivery slippage into 2027, forecast Business Case overspend and materialised high-impact risks. Resource is AMBER due to recruitment challenges, with only one of three additional Central Staffing resources in place, however, it should be noted that the Project Management gap has now been addressed; Benefits remain AMBER pending validation. CR07 Option 1A was approved by Project Board on 01/10/26 for progression through governance, extending delivery to 31/12/27. Positive progress continues, with the FDO 43 specification signed off, Totalmobile's high-level delivery plan received and Gartan Roster testing progressing well. Immediate priorities are Programme Board and SLT approval of CR07, schedule and Business Case re-baselining, recruitment, completion of the October risk deep dive, Benefits validation, and continued development, testing and integration activity with NMS.								
New Mobilising System	🟡	🟡	🟢	🟡	🟢	Johnstone OC CAD Go-Live Complete	24/11/26	24/11/26
Overall Status is AMBER, driven by compressed timescales to deliver CAD in Dundee and Johnstone control rooms by November 2026. Material risks remain the volume of MDTs requiring migration to the consolidated gateway within the two-week window and completing station connectivity to enable successful mobilising ahead of DOC and JOC go-lives. Delivery remains positive: CAD achieved a GREEN Delivery Confidence Assessment and EOC successfully went live as planned on 30/09/26, following successful migration of 100% of East MDTs and connection of all East stations. Time and Risk remain AMBER; in-year Cost, Whole of Life Cost, Resource and Benefits remain GREEN. Priorities are North and West MDT migration, station connectivity, CAD configuration for DOC/JOC, and completion of Telent's OS firewall upgrade.								

Enabling Infrastructure Programme (EI)								
Project Title	**Overall Health**	**Time**	**Cost**	**Risk**	**Resource**	**Next Milestone**	**Planned Date**	**Latest Scheduled Date**
ESMCP / In-Vehicle Systems	🟡	🟡	🟢	🟡	🟢	Completion of Samsung tablet Dock installs	01/06/27	05/12/27
Overall Status is Amber. Delivery remains broadly controlled, but material risks persist around programme timescales, technical integration and constrained testing capacity. West IVS MVP UAT is complete, although supplier defects remain under investigation; consolidated gateway and Guardian Fire testing continues, with the West Pilot required by mid-November to protect the vehicle-upgrade schedule. ESMCP risk remains Amber due to dependencies and factors outside SFRS control, while whole-life cost and resources are Green. ESN Data First is Green overall, with vehicle installations progressing and first MXVi devices due in October. Financially, ESMCP forecasts resource and capital underspends, while IVS carries a £21k resource overspend. Procurement delays affecting station-end mobilisation, critical staff replacement and recruitment of additional ESN Data First drivers remain key delivery pressures requiring close management.								
Safety and Assurance Management System (eSAMs)	🟡	🟡	🟢	🟡	🟢	Implementation Phase 1 - Core & Incident Module Stand Up Complete	31/03/26	30/10/26
Overall Status is Amber. Time is Amber, driven by delays to the People Register and Core Setup milestone while the DPA remains unsigned and the Indemnity/Liability position unresolved. This is the critical project dependency and remains an active Red risk (R014). Cost and Resources are Green, although Project Management succession is required. Delivery continues, with 83% of forms configured, up from 66%, and testing preparations progressing. Eight benefit profiles are in development, with emerging benefits also being captured. Decisions remain required on historical data, TASS/OARRS decommissioning, reporting arrangements and four remaining Risk forms. The implementation plan is being re-aligned, with a potential 01/27 go-live remaining within the original project timeline, subject to timely DPA resolution and release of People Register data.								
Self-Contained Breathing Apparatus	🟡	🟢	🟢	🟡	🟡	Full Business Case Approved (by SLT)	16/12/26	16/12/26
Overall Status is Amber, reflecting progress in completing fleet modification surveys, while material delivery and resource risks remain. R02, fleet modifications procurement, is the principal delivery risk: although the ITT was issued on 21/08/26, supplier capacity to meet the SCBA timeline remains uncertain and regionalised delivery may be required. R14, project management capacity, continues to drive the Amber Skills & Resources position, with backfill approved and recruitment planned. Cost remains Green, with SCBA purchase and in-life maintenance considered affordable. The Interim FBC received SLT approval on 02/09/26. Implementation, logistics, training and business readiness planning continue. Immediate priorities are SCBA supplier onboarding, fleet modification contract award, confirming implementation baselines, and benefits and risk reviews to support the final FBC and progression towards Green.								

Enabling Infrastructure Programme (EI)								
Project Title	**Overall Health**	**Time**	**Cost**	**Risk**	**Resource**	**Next Milestone**	**Planned Date**	**Latest Scheduled Date**
CivTech - Situational Awareness								
08/07/26 Quarterly Update. The final milestone of the Pre-Commercial Assessment (PCA) is in July 2026. The developed application has been named “Braidwood” aligned to the ethos of James Braidwood regarding innovation in the fire service, with approval having been sought from the decedents of James Braidwood. Following the end of the PCA stage SFRS will have access to the completed application. If adopted by SFRS, a procurement process will be completed and a pilot started. Costs are currently being established on a variety of options including (a) not adopting the application for use; (b) adoption of the application with no further development; and (c) adopt Braidwood and continue development with Rowden Technologies. A business case will be developed and brought to the board on completion of the PCA stage for a decision on the future role of Braidwood in SFRS. Following discussions in the August EI Prog. Board, this project will be closed out (as the Civtech PCA work has concluded) and monitored under EI ‘Potential Initiatives’ from September onwards.								
CivTech – Contaminants						FE & OT, Gas Sensors, Marketing	27/04/26	TBC
12/08/26 Quarterly Update. CivTech partnership with Firehaz Research Ltd is in the Pre-Commercial Phase, running until 10/2027, focused on technologies to monitor firefighter exposure to contaminants. Governance remains established through monthly implementation reviews, Steering Group oversight and quarterly EI Board reporting. Key risks include milestone delivery, stakeholder confidence, funding and value-for-money considerations if app delivery is delayed or reduced in scope. Planning to progress to the beta testing phase later this month, using the app, sensors and lateral flow tests. An updated FireHaz Business milestone plan has been prepared and is currently with CivTech for approval. No anticipated impact on the final timescale for PCS, changes and updates are more focussed on the product and company developed.								

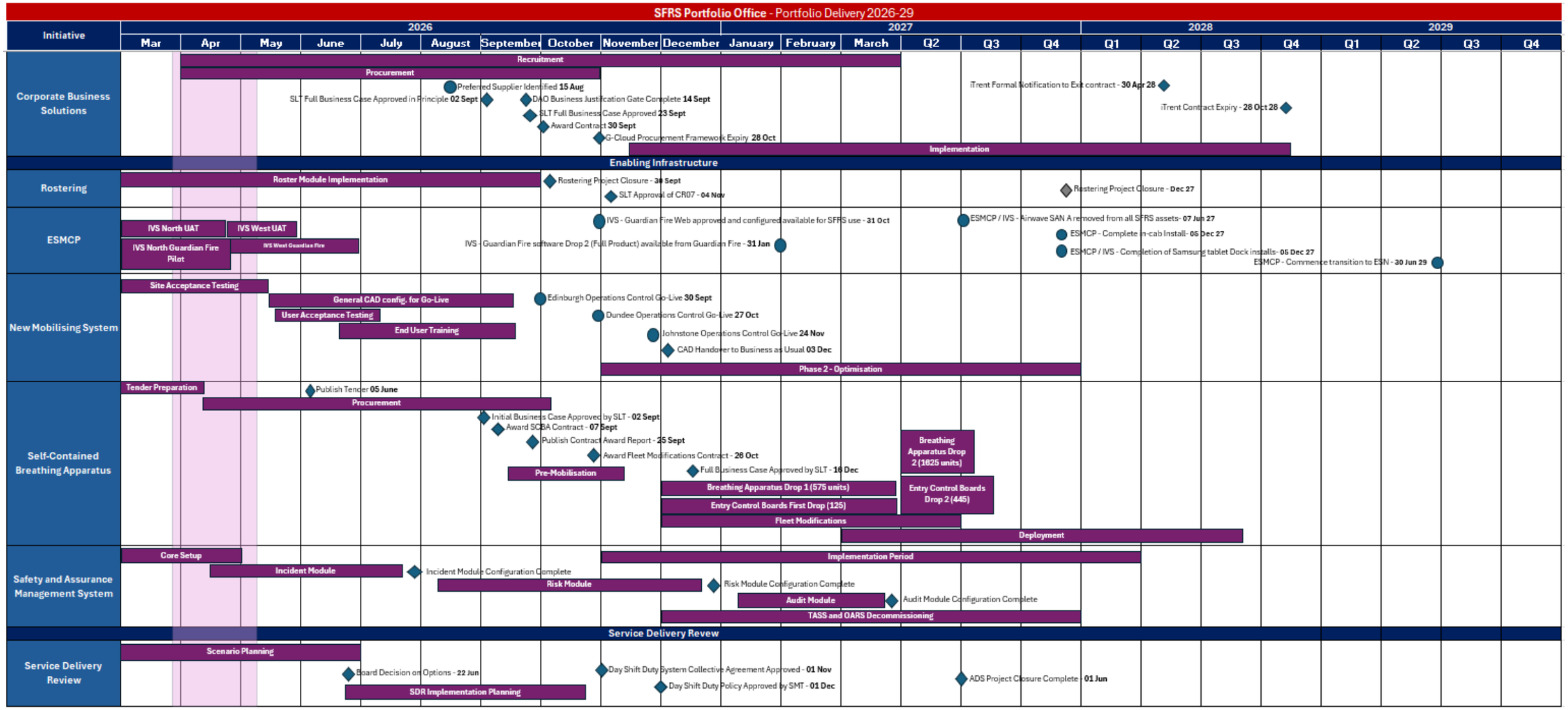
Service Delivery Review Programme (SDR)								
Project Title	**Overall Health**	**Time**	**Cost**	**Risk**	**Resource**	**Next Milestone**	**Planned Date**	**Latest Scheduled Date**
Alternative Duty Systems	🟢	🟢	🟢	🟡	🔴	Day Shift Duty System Collective Agreement Proposal approved by SLT	01/11/26	01/11/26
Overall health is Green. Time status has returned to Green with revised timeline now approved. Cost is Green - costs are managed through the wider SDR Programme, therefore no standalone project cost RAG has been reported. Risk remains Amber due to ongoing uncertainty surrounding negotiations with representative bodies. The most significant risk remains extended consultation periods, which could continue to delay delivery and key project milestones. Resource is Red as several fixed-term roles, including Senior Project Manager positions have ended. This risk continues to be managed at programme level. This project will evolve into the upcoming DSDS Project.								

Organisational Culture & Leadership Programme								
Project Title	**Overall Health**	**Time**	**Cost**	**Risk**	**Resource**	**Next Milestone**	**Planned Date**	**Latest Scheduled Date**
SFRS Values Review	🟡	🟡	⚪	🟡	🟢	Agree Workstream Scope	06/10/26	03/11/26
Onboarding of the approved Organisational Development Adviser resource is now complete and effective from 1 October 2026. An initial meeting to review and prepare a proposal on the approach, scope and engagement methods has taken place on 23rd September.								
Leadership and Management Development	🟡	🟡	⚪	🟡	🟢	Develop SFRS Leadership Framework and Pathways Paper	16/12/26	16/12/26
Leadership development activity continues to progress, with no material risks explicitly identified. Development of the SFRS Leadership Framework is advancing, aligning Taskforce findings with the updated NFCC Leadership Framework, Public Sector Reform themes and the SFRS focus on Safety, Standards and Performance. A governance paper covering the proposed framework, development pathways and implementation approach is being prepared. NFCC Supervisory and Middle Manager programmes remain well utilised, with five active cohorts, 15 completions in Quarter 2 and 93% utilisation. Supervisory Leadership Essentials recorded 15 completions and 37.5% utilisation, potentially reflecting competing Future Skills Fortnight activity. The Middle Manager pilot achieved 80% utilisation, with 32 of 40 booked colleagues attending. Feedback will inform the wider middle manager development pathway and offer.								
Inclusive Values-Based Hiring Practices	🟡	🟡	⚪	🟡	🟢	Complete the R&S Policy Review	31/12/26	31/12/26
Activity focus remains on the 2027/28 resourcing plan, delivery of the Recruitment and Selection Policy review, and readiness for 2027 WTFF campaigns. The 2026 Senior Manager Endorsement campaign remains on track to conclude with the Crew Commander process on 02/11/26, with feedback informing PPRG activity and the proposed three-phase roadmap. The 2027/28 resourcing plan is drafted, progressing through governance and forecast for publication in 12/26, covering WTFF, promotion processes and Operational Control. ALICE continues to support recruitment and promotions effectively. Policy review completion is forecast for end Q3 2026/27. SIFT training remains on track for 100 panel members by 12/26. Recruitment data shows increased female participation and progression, while inclusive recruitment and Positive Action planning continue for 2027 campaigns.								
Employee Voice: Engagement and Partnership Working	🟡	🟡	⚪	🟡	🟡	Develop workstream scope	30/11/26	30/11/26
Communications and Engagement and People teams will prepare initial workstream definition and scope for consideration at 29 October Programme Board noting that during September, initial work focused on defining the initial partnership element scope and preparing for mobilisation.								

Organisational Culture & Leadership Programme								
Project Title	**Overall Health**	**Time**	**Cost**	**Risk**	**Resource**	**Next Milestone**	**Planned Date**	**Latest Scheduled Date**
Employee Voice, Networks Review	●	●	●	●	●	Proposed future network model for SLT consideration	30/11/26	30/11/26
No new activity has taken place since the previous update. The rescheduled meeting with the Women in the Fire Service association has yet to take place but is planned for October 2026. This does not delay the overall completion date for this project. The feedback returns from the SFRS Women in the Fire Service event will be used to inform the project when it is available. Workshop with Portfolio Office scheduled for 27 October. HMFSI have included employee networks as part of the Culture Volume 2 audit.								
Inclusive Facilities, Kit and Equipment.	●	●	●	●	●	Complete Alloa and Stirling Single Occupancy Gender Facilities	31/10/26	31/10/26
Activity is focused on ensuring station facilities support female firefighter deployment, with upgrades dependent on governance, feasibility and available funding, particularly across the on-call estate. The risk-based station upgrade approach continues through the capital plan, recognising protected tier one strategic stations. Alloa and Stirling single-occupancy facilities are due for completion in 10/26, Kilmarnock by 01/27, while Campbeltown is being priced for commencement before Christmas. Standard maternity wear is now stocked, with further wearer feedback pending. The next-generation structural and lightweight fire kit framework has been published, with SFRS reviewing documentation ahead of procurement. SCBA user trials concluded positively in 08/26, and the new contract was awarded to Draeger UK in 09/26 for ergonomic sets with lightweight type 4 cylinders.								
Safety, Standards, and Performance	●	●	●	●	●	Pilot ICL2 Development Programme	31/12/26	31/12/26
Material risks remain around station security assurance, with findings and recommendations from the Station Security Report still under review, and around establishing effective programme governance and meaningful KPI reporting. Progress remains positive across SSP: the LSO Operational Update has been circulated to all 14 LSO Areas and OSC for consultation, while the ICL2 Development Programme package is with subject matter experts ahead of pilot delivery in 12/26. Development of the Middle Manager Handbook continues, alongside establishment of the SSP Programme Plan, milestones and governance. SSP is supporting Theatre at Work and the Jenners Implementation Group. Representation has also been secured across key recruitment and promotional groups, strengthening assurance input into future developments and organisational decision-making.								

Pipeline Activities								
Title		**Overall Health**	**Time**	**Cost**	**Risk**	**Resource**	**Next Milestone**	**Planned Date**	**Latest Scheduled Date**
Training System Scheduler								tbc	tbc
	This is a confirmed project but not fully launched. In September 20206, the CPPG approved postponing the project kick off until January 2028 due to constraints relating to resource capacity, finance, and technology dependencies.								
Service Delivery Review Phase 2								tbc	tbc
	Aside from the On-Call Clustering local SDR Workstream which is in development, any further work on the second phase of the Service Delivery Review is paused. Full scoping and definition is likely to be delayed for some time due to capacity.								

APPENDIX B – Portfolio Plan on a Page



APPENDIX C – Portfolio Dependencies Report

The Portfolio Dependency Plan continues to provide oversight of key interdependencies across the Strategy & Change Portfolio, supporting effective planning, risk management, and delivery coordination.
Since the last reporting period, the NMS Project has had confirmation that the Boomi solution will be delivered by DDaTS (dependency ref: Dep-NMS-11) on 08 October for the inbound connection providing greater certainty to the project delivery timeline.
Agreement has also been reached regarding the dependency between the NMS and Rostering projects (dependency ref: Dep-NMS-02), with system alignment now planned for August 2027. Discussions continue regarding potential benefits and opportunities associated with an outbound integration as part of NMS Phase 2.
Dependency (ref: Dep-NMS-19) has been formally closed following confirmation from the IVS Project that the MODAS software upgrade on CF33 has been completed in support of the Edinburgh go-live.
As delivery planning progresses across the Rostering, CBS and SCBA projects, additional dependencies are being identified and assessed. This activity is expected to further enhance portfolio visibility and strengthen governance oversight. Newly validated dependencies will be incorporated into the Portfolio Dependency Map and reflected in future reporting cycles.

Dependency Table

Ref	Dependency Title	Dependency Type	Target Date	Owner	Donor	Beneficiary	Confirmed	Likelihood	Impact	Overall RAG
Dep-NMS-02	DEP-IN - Rostering Project to confirm system alignment	Inter	31-Aug-27	Kate W	Rostering Project	NMS Project	Yes	TBC	Low	TBC
Dep-NMS-04	DEP-OUT - NMS Project to deliver new CAD System	Logical	30-Nov-26	TBC	NMS Project	Existing Systems Contingency Group	Yes	Low	Low	G
Dep-NMS-11	DEP-IN - DaTS to deliver Gartan Availibility integration (Via Boomi)	Logical	08-Oct-26	Kate W	DDaTs Function	NMS Project	Yes	Low	Low	G
Dep-NMS-14	DEP-IN DaTS to develop ICCS and CAD Legacy Data archiving solution before full decommissioning of ICCS and CAD	Inter	30-Nov-26	Kate W	DDaTs Function	NMS Project	Yes	Low	Low	G
Dep-NMS-15	DEP-IN - Modas Project to implement changes to accommodate new point of presence post CAD go-live	Inter	30-Nov-26	Kate W	Modas Project	NMS Project	Yes	Low	Low	G
Dep-NMS-18	DEP-IN - Rostering project to deliver Roster modules to enable Integration with NMS to achieve full functionality	Inter	30-Nov-27	Kate W	Rostering Project	NMS Project	Yes	Low	Low	G
Dep-NMS-19	DEP-IN NMS project is dependent on IVS project updating new MODAS software on CF33 to ensure this can transition to the new consolidated gateway 2 weeks prior to Edinburgh Go-live to support the migration.	Inter	07-Sep-26	Kate W	IVS Project	NMS Project	Yes	Low	Low	C
Dep-ADS-02	DEP-IN - Central Staffing and Operations Control Systems - Setting the foundation for implementation of a Nucleus Crewing Model is dependent on Rostering Systems accommodating any required changes.	Logical	TBC	Paul S	ADS Project	Rostering Project	Yes	Low	Low	TBC
Dep-ADS-03	DEP-IN - Development of DSDS Policy and Wholetime Nucleus Crewing Policy is dependent on the successful negotiation of a Collective Agreement with the Fire Brigade Union (FBU).	Logical	15-Oct-26	Lorna F	People Function	ADS Project	Yes	Medium	Low	G
Dep-CBS-01	DEP-IN - Rostering Project to enable availability of iTrent data for consumption by CBS Project.	Inter	TBC	Paul S	CBS Project	Rostering Project	TBC	TBC	Low	TBC

APPENDIX D – Business Readiness Report

STRATEGIC CHANGE PORTFOLIO BUSINESS READINESS REPORT

1	**Purpose**
1.1	The purpose of this report is to provide the Change Portfolio Progress Group (CPPG) with an overview of Business Readiness of projects delivered through the Change Portfolio. By exception, it will spotlight risks and remedial actions only in relation to end-user ability to adopt the required changes necessary for service delivery and benefits realisation. It will avoid duplicate reporting on risks relating only to project delivery. As such, whilst there are some commonalities, Business Readiness RAG can be different to Project RAG status.
2	**Background**
2.1	To manage Business Readiness in the Change Portfolio, each project that requires or enables changed ways of working will produce an Implementation Readiness Checklist. This checklist will consist of categorised plain language questions which must be satisfactorily addressed before the project team can provide assurance to the Go / No-Go decision makers that the business changes required to be made by SFRS for a successful implementation have been completed. A RAG rating and summary of each project's business readiness is provided and supported through an Implementation Checklist and Heatmap where appropriate. The numbered boxes correspond to specific questions from the checklists, which are linked in Section 8: Appendices. The projects referred to in this report are: • 3.1 - New Mobilising System Phase 1 (CAD – Computer Aided Dispatch) • 3.2 - Rostering (Roster) • 3.3 - Corporate Services Restructure • 3.4 - Electronic Safety and Assurance Management System (eSAMS)
3	**Main Report/Detail**
3.1	**New Mobilising System** Computer Aided Dispatch (CAD) Go-Live Dates: o Edinburgh OC went live successfully on 30th September o Dundee OC – 27th October 2026 o Johnstone OC – 24th November 2026 o Handover to BAU complete – 3rd December 2026 Business Readiness RAG for remaining OCs: Green Business Readiness Summary: • Transition Plan, Handover Plan, and Go-Live Schedule scrutinised at and approved by Project Board. • EOC Go-Live meetings held, decision made to proceed based on evidence of readiness provided against key Go-Live criteria. CAD went live in EOC as planned on 30th September. • Learning from EOC Transition to be applied to DOC. • DOC end-user training complete, MDT migration underway to new gateway. • JOC end-user training underway. • Floorwalkers and Super-User groups being formed from training groups of enthusiastic and competent users to support the Transition period.

- Last remaining business changes to manage:
  - Offboarding Domestic Operational Intelligence from CAD to the OI system in East and West SDA (previously removed from North SDA). GC Coyle and John McNicol leading on this, in hand.
  - Reducing on-call support requirement from DDaTS to the mobilising system due to NMS being a managed system. This will take effect following hypercare period, likely late Dec/early Jan. Craig Dundas and Linda MacKenzie leading on this, in hand.

Business Readiness Actions required to maintain Go-Live	
Readiness Area	**Action**
n/a	No identified Business Readiness Actions outwith existing plan.

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

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 - 11/09/2026

1. Change Impact Assessment: 1.01 1.02 1.03 1.04 1.05
2. Project Documentation: 2.01 2.02 2.03 2.04 2.05
3. Data, Configuration & Integrations: 3.01 3.02 3.03 3.04 3.05 3.06 3.07 3.08 3.09 3.10
4. Communication: 4.01 4.02 4.03 4.04 4.05 4.06 4.07
5. Testing: 5.01 5.02 5.03 5.04 5.05 5.06 5.07 5.08 5.09
6. Training/People: 6.01 6.02 6.03 6.04 6.05 6.06 6.07 6.08 6.09 6.10 6.11
7. Service Management: 7.01 7.02 7.03 7.04 7.05 7.06 7.07 7.08 7.09 7.10
8. Business Continuity: 8.01 8.02 8.03 8.04 8.05
9. Go-Live Process: 9.01 9.02 9.03 9.04 9.05 9.06 9.07 9.08 9.09 9.10 9.11 9.12 9.13 9.14

	2026								
Date	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
% Blue	17%	18%	23%	31%	36%	40%	57%		

Note: Further 24% to be completed during EOC Transition period - these can only be confirmed complete at EOC Go-No/Go decision point. Remaining 19% completed by JOC go-live – either as they are specific to JOC or required completion of activity in all 3 Control Rooms.

The Heatmap has not been updated for October due to Project Team focus on Go-Live activities. In the four-week period between each Go-Live, there is an intense 2-week migration of MDTs to new gateway, and 2 weeks of preparatory activities in the transitioning Control Room.

As per note above, it is expected that activities relating to implementation of CAD in all three OCs can be estimated at 81% completion.

3.2 **Rostering (Roster)**

Go Live dates:

- All SDAs – TBD

Business Readiness RAG: n/a.

- Finalised supplier implementation plan awaited, to be scrutinised and approved at next Project Board. Functionality to be delivered at Go-Live (Day 1) agreed between SFRS and TotalMobile, following discussions on FDO SML specification.
- An associated Change Request will progress through governance as early as possible, which will baseline the new delivery plan. Business Readiness and Heatmap RAG reporting will restart at that point.

Business Readiness Summary:

- UAT continues, with the project team delivering UAT training sessions to Central Staffing users. This will increase user familiarity with the system in-lieu of the delayed to the full suite being made available, both accelerating the progress of UAT and gaining hands on experience.
- Project Team working closely with Central Staffing to gain feedback on what is working well and what isn't, to support more effective and efficient testing.
- Available functionality being demo'ed to users in regular engagement sessions. Coupled with users involved in testing, feedback is generally positive.
- It has been identified that it would be useful for CS Team leaders if we can demonstrate that any new or temporary workarounds are offset by time-savings where the new system provides efficiencies against current ways of working. The net efficiency is expected to be positive, but this needs to be demonstrated.

Availability & Payroll:

- The Availability and Payroll modules of the Rostering project, which allow On-Call and Volunteer firefighters to note their availability and be paid for hours worked, have been in-use since 3rd February 2026. Overall, the change has landed well with users, and benefits are due to be realised.
- There is an ongoing dispute regarding the responsibility for input of contractual information into the new system. This used to belong to Business Support, is currently done by Finance, and has been intended to be done by Payroll during BAU.
    - A 12-week transition period will commence on 21st October, whereby processes relating to maintenance of contractual information in Availability & Payroll modules, currently being completed by Finance colleagues, will be completed by Payroll.
    - Completion of these processes will be monitored against specific success criteria, with 4-weekly check-in meetings throughout the transition period with stakeholders from Business Support and Payroll in attendance. These meetings will review outputs against the success criteria, and give the opportunity for stakeholders to raise any points they wish.
    - UNISON and Business Support colleagues have been advised of this approach, with no feedback received so far.

3.3 **Corporate Services Restructure**

The proposed option was approved at SLT in February 2026 and changes are being implemented in phases:

Business Readiness RAG for remaining implementation: Amber

Intended Phase 1 changes that have been delayed:

- Digital, Data, and Technology Project Delivery resource under Javier Larios will remain in DDaT due to unforeseen capacity issues. The transition to Strategy & Change Function was postponed until September 2026, though there is no clear pathway to this migration progressing. Uncertainties remain on the Capital / Resource funding availability for these posts and dependency with capacity for DDaTS Workplan.
- Strategic Planning Team migration from Governance and Compliance to Strategy and Change. The team will remain where they are, though it is unclear if any strategic planning capability will move to Strategy and Change.

Phase 2: To be undertaken during 6-month period beginning 1st April 2026, aligning most appropriately with implementation of the DDaT Strategy.

- Migration of the Performance Data Services Team to Digital and Technology Services Function. No clarity on whether this move is to progress.

Phase 3: To commence upon new Director of People, Communications & Engagement beginning at SFRS.

- Migration of Communications & Engagement Function to People, Communications, and Engagement Directorate.

Business Readiness Summary:

- Majority of Phase 1 moves have been completed successfully.
- People colleagues remain on hand to support ongoing updates to Job Descriptions, and support HoF with Phase 2 transitions.
- “Wash-up” session planned to examine lessons that have been learned.

Business Readiness Checklist stood down due to completion of majority of moves. Remaining moves to be reported on by exception through text as above.

3.4 **Electronic Safety and Assurance Management System**

Go Live dates: TBD – awaiting countersigned DPA to determine Test Schedule.

Business Readiness RAG: Awaiting baselined Go-Live date.

Business Readiness Summary:

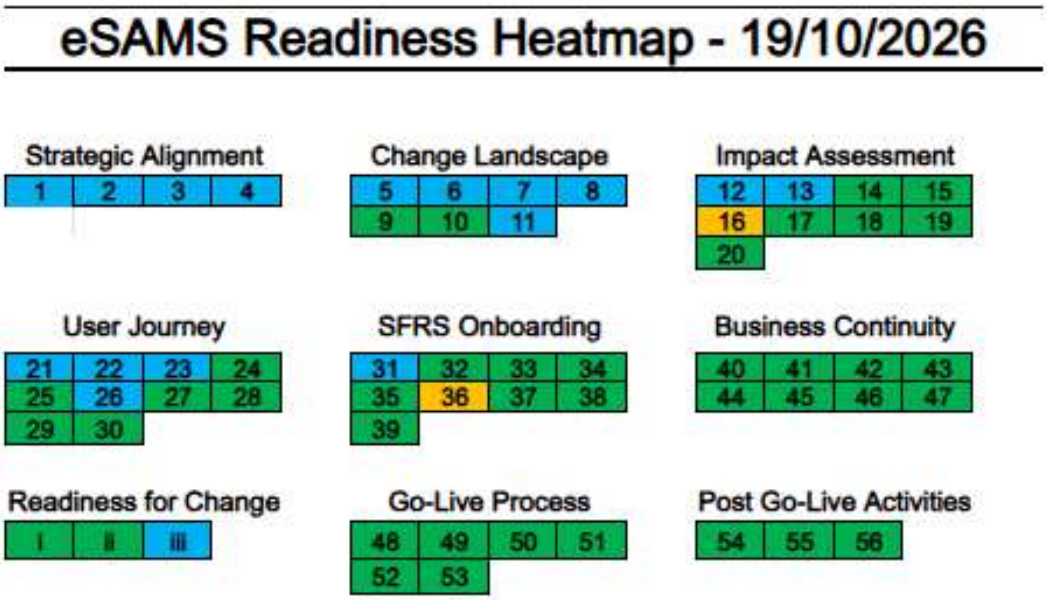
- Work continues configuring Event/Investigation, Risk, and Audit forms to be compatible with Assure, the new system. 83% of forms are now configured and awaiting testing.
- The associated Test Strategy has been reviewed and approved at Project Board.
- Commencement of testing is dependent upon a countersigned Data Processing Agreement, a pre-requisite for the SFRS People Register to be imported into the new system to permit access for SFRS testers. This issue has been escalated as it is affecting the critical path.
- Discussions ongoing held regarding the decommissioning of TASS and OARRS to allow realisation of benefits. Legacy data access for future reporting is key consideration.
- Engagement discussions planned with Control Rooms and Union bodies to transition responsibility for event submissions from the Control Rooms to the individual / crews themselves.

Pathway to Green	
Ref	**Action**
16	Engage colleagues in the Control Rooms for the removal of operators from the incident submission process.
36	Resolve legal issue on data sharing with supplier - PM has in hand.

Full checklist of questions and associated statuses and sign off criteria linked below:
Implementation Readiness Checklist - eSAMS.xlsx

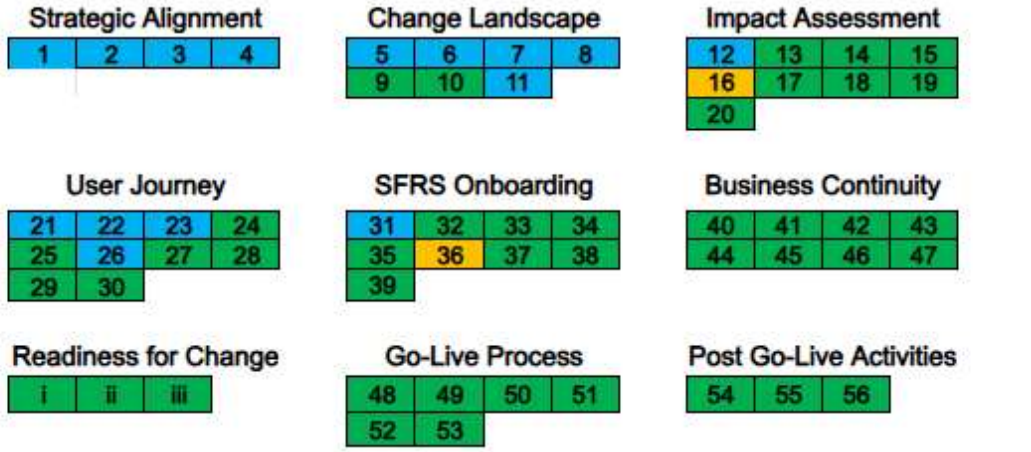
Legend	
	Complete
	On track for completion date
	Activity completion delayed, no current impact to Go-Live
	Activity completion delayed, will impact Go-Live

Note that whilst there is no formally baselined date, the Heatmap RAGs below use a baseline of January 2027 as earliest expected implementation date.



	2026					2027	
Date	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**
% Blue	27%	25%	29%				

eSAMS Readiness Heatmap - 11/09/2026



	2026					2027	
Date	Aug	Sept	Oct	Nov	Dec	Jan	Feb
% Blue	27%	25%					

APPENDIX E – Portfolio Risk Report

PORTFOLIO RISK REPORT, SEPTEMBER

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 the Portfolio Risk Register status at 14/10/26.

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 **Alignment to Strategic Outcomes**

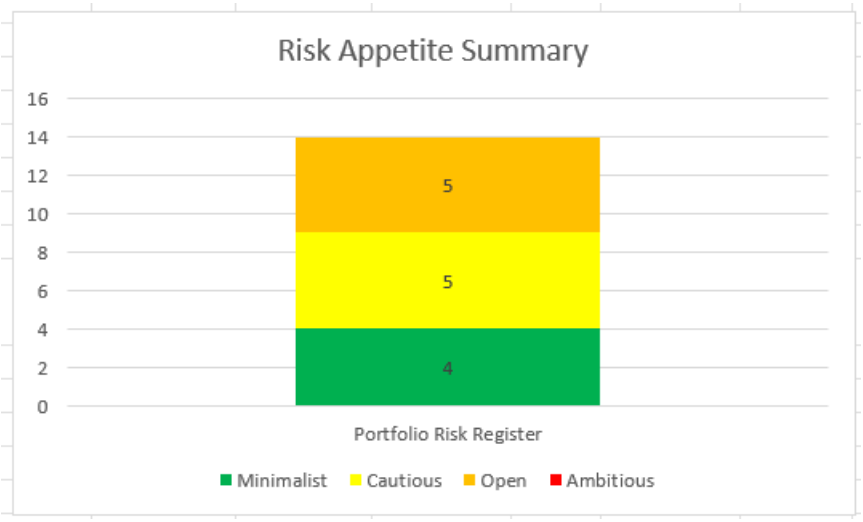
3.2.1 The table below identifies the alignment between the SFRS Strategy 2025-28, Strategic Outcomes and current Portfolio Risks.

Strategic Outcome	Programme Risks			Total
	RED	AMBER	GREEN	
Outcome 1: Through our work with communities and other organisations, the safety and wellbeing of the people of Scotland improves.				
Outcome 2: We are an effective and trusted Fire and Rescue Service where our communities and people are safe.	1			1
Outcome 3: Our people feel valued and are supported by a culture that embraces diversity and inclusion, empowerment and accountability.		1		1
Outcome 4: Our organisational performance, productivity and resilience continually improves.				0
Outcome 5: We are more innovative and achieve sustained investment in our technology, equipment, estate and fleet, making us more effective and efficient.	4	8		12
	5	9	0	14

3.3 **Risk Appetite**

3.3.1 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
PO012	Risk to Roster and Crewing of Appliances	20	4	Service Delivery	Minimalist	Above
PO006	Benefit Realisation	16	6	Financial	Open	Above
PO007	Agility of Decision-Making	16	6	Compliance	Cautious	Above
PO014	Failure to Adopt Lessons Learned	16	6	Service Delivery	Open	Above
PO003	Portfolio Resourcing	15	6	People	Open	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:

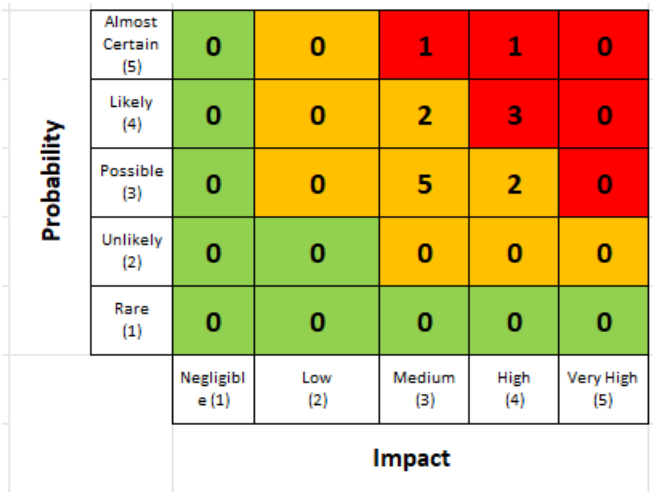
Risk ID	Risk Name	Risk Rating	Target Risk Rating	Risk Theme	Risk Appetite	RR Above or Within RA
PO001	Insufficient Funding	12	9	Financial	Minimalist	Above
PO002	Limited Depth of Portfolio Planning	12	6	Financial	Minimalist	Above
PO009	Internal Resistance to Change	12	4	People	Open	Above
PO011	Strategic Focus	12	4	Compliance	Cautious	Above
PO004	Mobilising Time for Resource	9	4	People	Open	Above
PO005	Reputational Risk	9	6	Political and Stakeholder Relationships	Cautious	Above
PO008	Loss of Staff Confidence	9	6	Compliance	Cautious	Above
PO010	Compliance with Governance	9	4	Compliance	Cautious	Above
PO013	Variance to Profiled Spend	9	4	Financial	Minimalist	Above

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.

3.5 **Significant Portfolio Risks**

3.5.1 In relation to the current period the Portfolio Risk Register captures 14 risks of which 5 are rated at 15 or above and coloured red within the table.



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

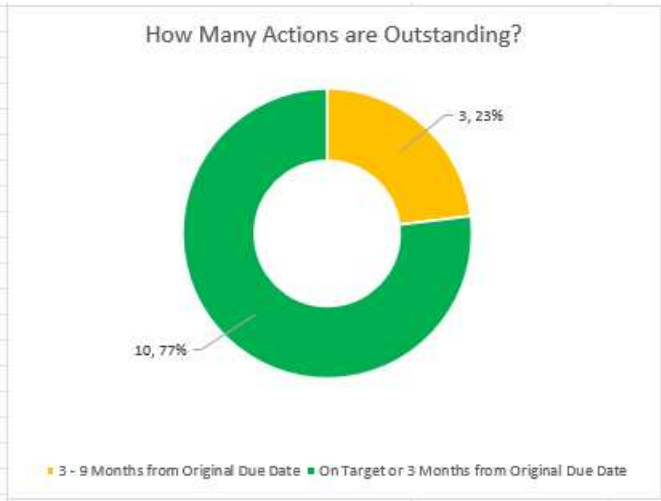
Area of Risk	No of Risks	Risk Rating Range
Compliance	4	9-16 (1 at 15+)
Financial	4	9-16 (1 at 15+)
People	3	9-15 (1 at 15+)
Political and Stakeholder Relationships	1	9
Service Delivery	2	16 - 20 (2 at 15+)

3.5.3 There are no new risks and no significant changes to risks since the last report.

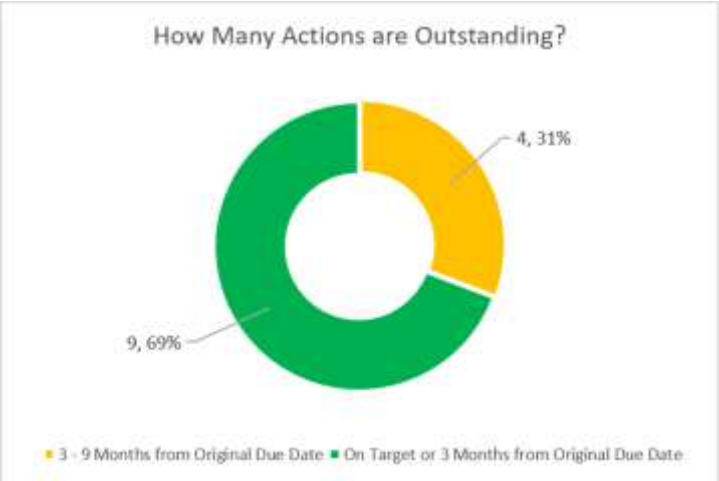
3.6 **Control Actions**

3.6.1 There are no significant changes to risk control actions since the last report.

3.6.2 In relation to risks rated 15 or above, there are no control actions over 9 months from original due date:



3.6.3 In relation to risks below a rating of 15, there are no control actions over 9 months from original due date:



3.6.4 Risks with Score of 15 and above are;

Risk PO012 - There is a risk that SFRS is unable to roster firefighters and crew appliances because there will not be a rostering system in place after 30 September 2026 resulting in a reduction in the level of service. Rating = 20

Risk PO006 - There is a risk it cannot be demonstrated that benefits have been achieved because they have not been sufficiently defined resulting in an inability to effectively show how change has contributed to the delivery of strategic outcomes. Rating = 16

Risk PO007 - There is a risk that the progress of change is delayed because of the length of decision-making and lack of agility to respond to changes resulting in extended timelines and increased costs. Rating = 16

Risk PO014 - There is a risk that the projects repeat previous ineffective ways of working because lessons are not learned from initiatives resulting in increased costs, delays and limited benefit realisation. Rating = 16

Risk PO003 - There is a risk that there is not sufficient resource of the right type or capability because demands exceed available resource and skills capacity leading to delays, increased costs and negative impact on staff wellbeing. Rating = 15

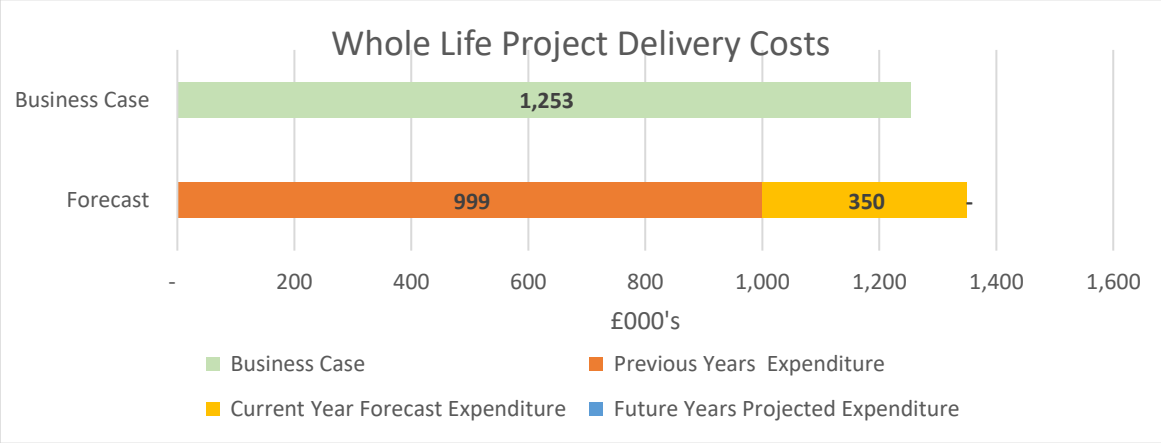
APPENDIX F – Finance & Performance Report

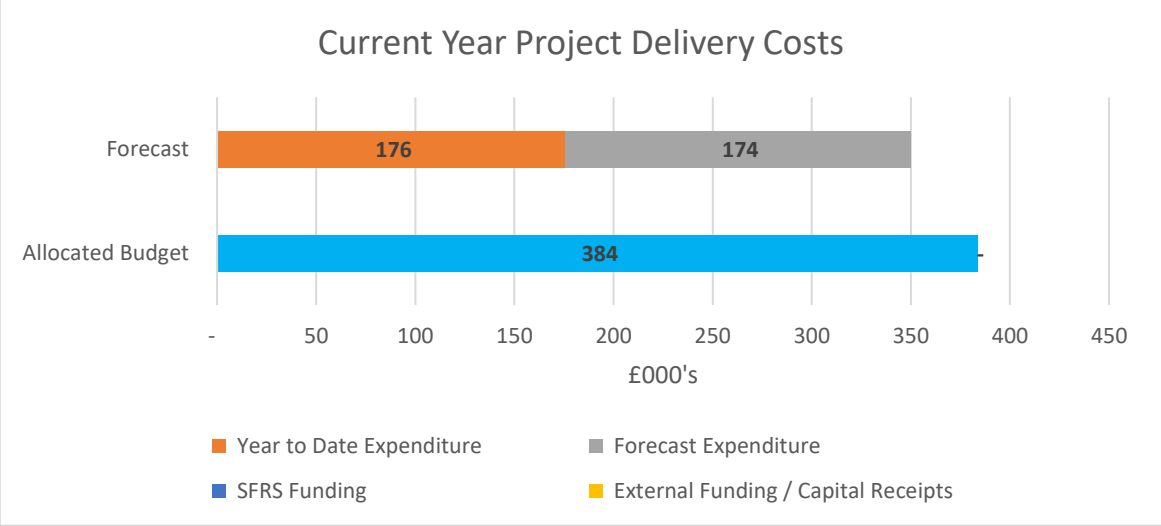
FINANCE & PERFORMANCE REPORT – PERIOD 06

1	**Purpose**
1.1	The purpose of this report is to provide a regular update to the Change Portfolio Progress Group (CPPG) on the Key Performance Indicators (KPIs) of the Change Portfolio.
2	**Background**
2.1	Four KPIs are 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. • Measure will be in £1,000s. • Target is no more than 5% overspend variance from baselined costs.
2.1.2	Time: • Baseline completion date contained within the latest approved project dossier, compared with latest thinking forecast (LTF). • Measure will be in time, i.e. months. • Target is no more than 10% variance from baselined duration.
2.1.3	Financial benefits: • Monetary benefits realised, measured in £1,000s. • Target is to track delivery of expected monetary benefits against the latest approved business case. • 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. • 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.
2.1.4	Benefit Realisation Planning • There is evidence of improvement in SFRS Benefit Management practice. • % of approved Portfolio Projects with Benefit Realisation Plan. •
	Main Report/Detail
3.1	Performance relating to cost, time and financial benefits is monitored in relation to discrete projects and programmes through associated project and programme boards and scrutinised monthly by the Change Portfolio Progress Group (CPPG).
3.2	Performance detailed in the following graphs covers project costs for projects from inception and includes data up to the end of period 06 (30th September) of the 2026/27 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 2026/27, period 06.
3.4	The report covers projects where there is an approved business case and are in formal governance.

3.5 **Enabling Infrastructure Programme**

3.5.1 **Rostering**





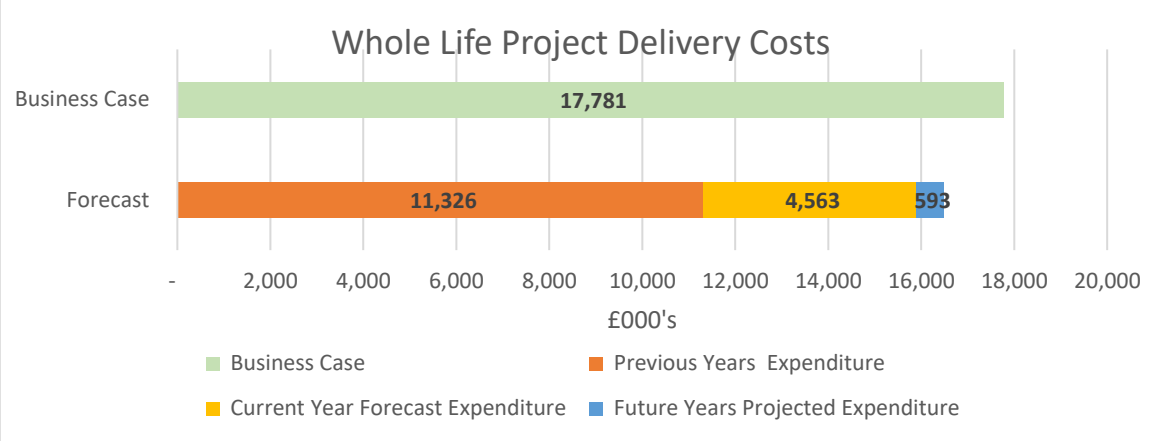
3.5.2 Rostering Cost RAG is Red for this reporting period. Whilst there is a forecast underspend against budget allocation within the current year due to difficulties around recruiting approved project resources, the whole-life cost is forecast to exceed the approved business case by £0.096m. A further Change Request (CR07) will be brought forward to the Strategic Leadership Team (05/11) that will help to address this. This will seek approval for revision of the implementation timeline and associated costs.

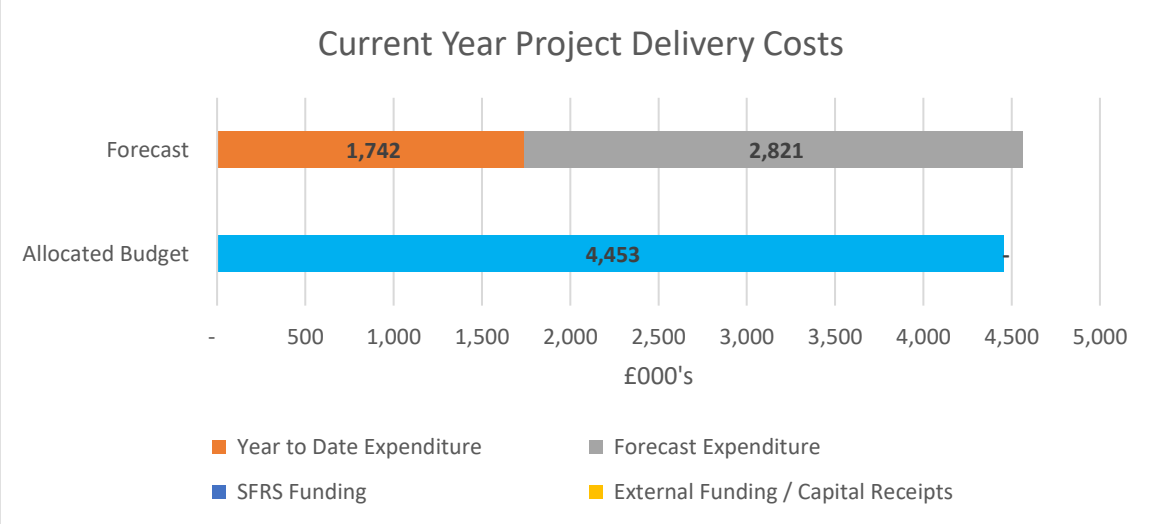
3.5.3 Whilst current year project delivery costs are forecast to £0.350m against an allocated budget of £0.384m, a significant timeline extension is expected that will take the project into the latter half of 2027, with risk of increased costs and pressure on future financial years.

3.5.4 Previous Years Expenditure: the spend on the project in financial years 23/24 and 24/25 was £0.999m.

3.5.5 Existing benefit profiles validation is ongoing. Project Board approved removal of 18 Benefits Profiles from the Project Benefit Toolkit at June Project Board (04/06). Analysis and validation of the remaining 36 Benefits will continue. Once benefits have been agreed and baselined, ongoing progress monitoring will be implemented.

3.6 **New Mobilising System (NMS)**





3.6.1 NMS Cost RAG is Green. both in-year and whole-life project costs remain within approved forecasts and tolerances.

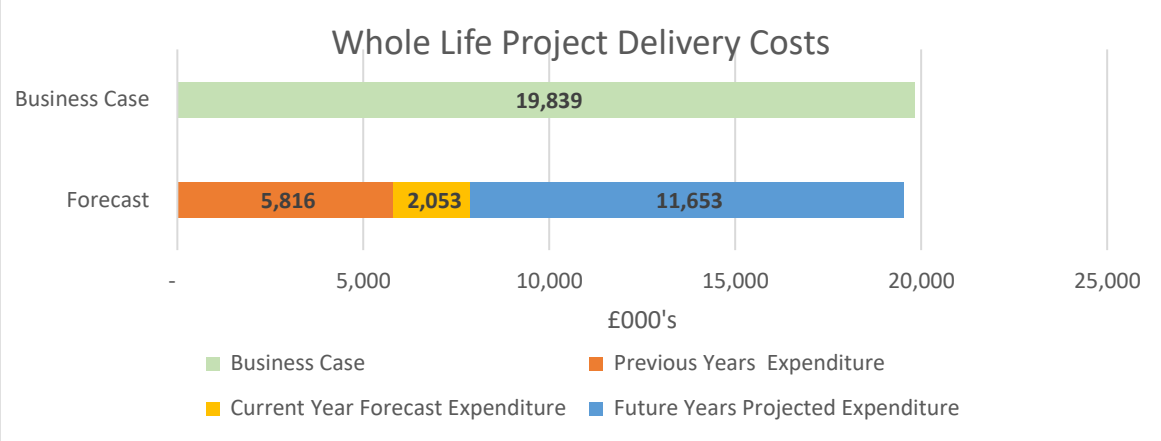
3.6.2 Whole life project delivery costs: forecast to be £16.482m against the latest approved Business Case of £17.781m. An underspend of £1.299m is forecast against the approved Business Case.

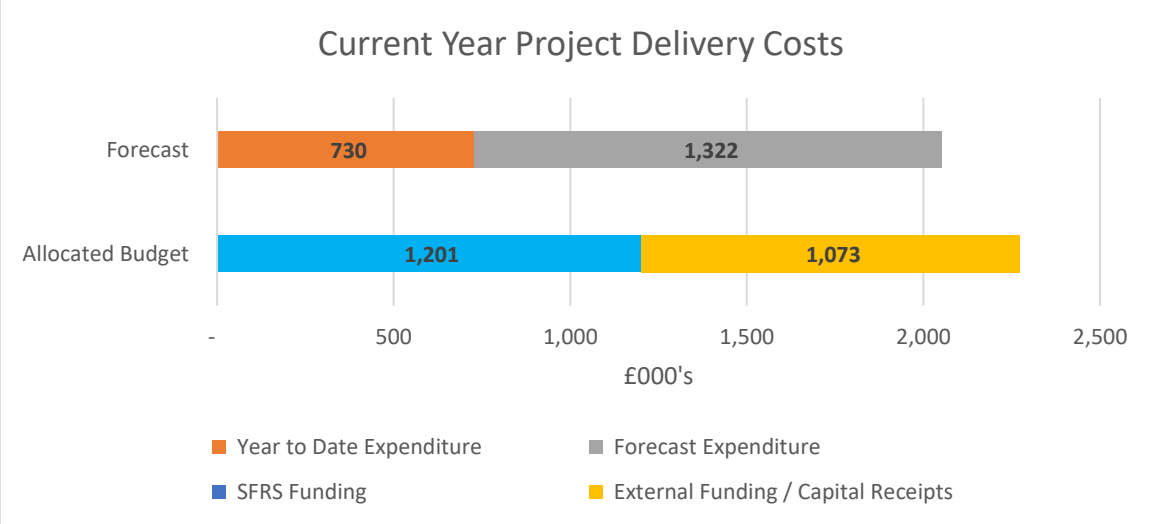
3.6.3 Current year project delivery costs: forecast is £4.563m against an allocated budget of £4.453m, indicating a small overspend of £0.110m most of which is attributed to overtime costs for operation staff training. Actuals for the year to date (YTD) are £1.742m, the remaining forecast of £2.821m is expected to be spent over the remaining months of the year.

3.6.4 Previous Years Expenditure: the spend on the project in financial years 23/24 and 24/25 was £11.326m.

3.6.5 Benefits: validation of project benefits presented in the original business case is complete. The Benefit Toolkit, containing detail of profiles and the realisation plan was approved at NMS Project Board on 6th Oct 2025 and submitted to the Digital Assurance Office Go-Live Gate review. Benefits captured relate to staff satisfaction, process simplification, improved system resilience & risk reduction. An interim Benefit Review was conducted in June 2026. The resulting Benefit Report was presented to Project Board in August 2026. Preparation of Benefits anticipated from NMS Phase 2 is underway.

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





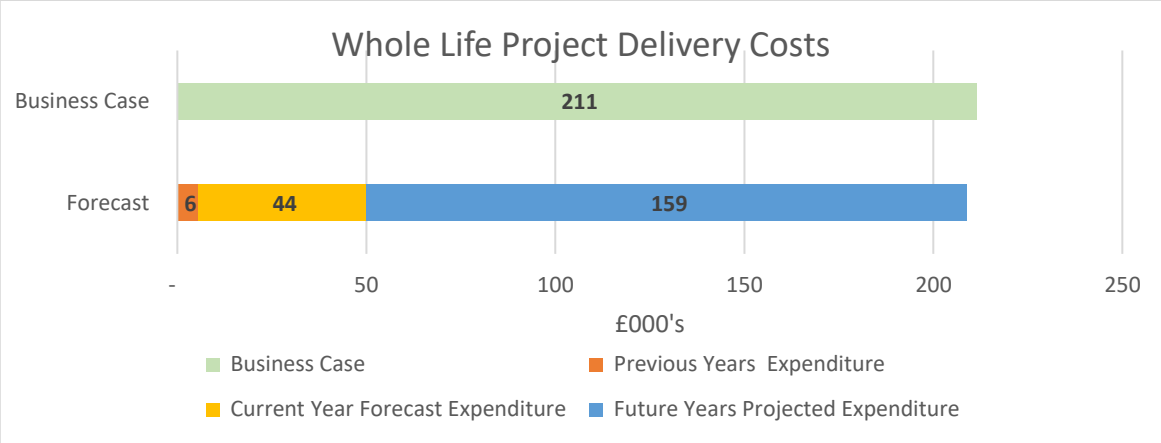
3.7.1 ESMCP Cost RAG is Green. The programme remains within its approved whole-life budget. Whole life project delivery costs forecast to be £19.552m against the latest approved Business Case of £19.839m, an underspend of £0.317m is forecast against the approved Business Case.

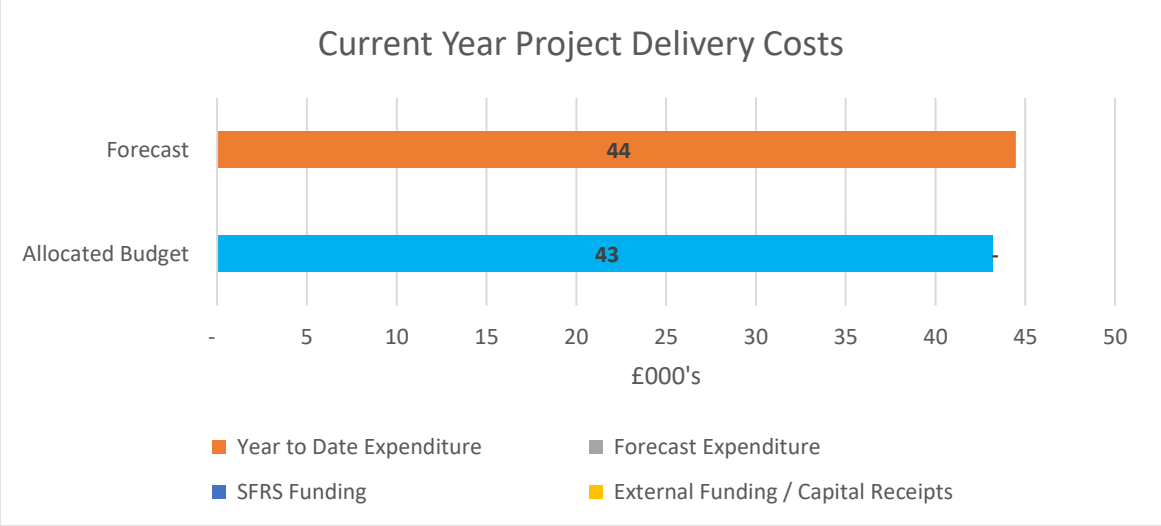
3.7.2 Current year project delivery costs: forecast is £2.052m against a budget of £2.274m. Actuals for the year to date (YTD) are £0.730m, the remaining forecast of £1.322m is expected to be spent over the remaining months of the year.

3.7.3 Previous Years Expenditure: the spend on the project in financial years 23/24 and 24/25 was £5.816m.

3.7.4 Programme benefits have been identified, and it is proposed that benefit profiles are developed to track the realisation of these.

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





3.8.1 eSAMs Cost RAG is currently green. Costs remain within the approved business case and contract arrangements.

3.8.2 Whole life project delivery costs: forecast to be £0.209m against the latest approved Business Case of £0.211m.

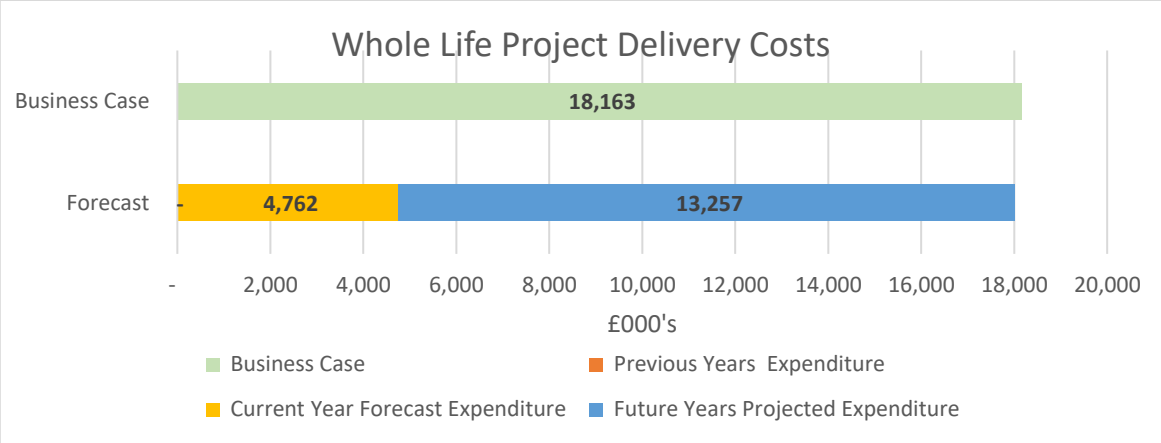
3.8.3 Current year project delivery costs: forecast is £0.044m against an allocated budget of £0.043m, indicating a small overspend of £0.001m. There is no actual spend to report so far this year, the remaining forecast of £0.043m is expected to be spent over the remaining months of the year.

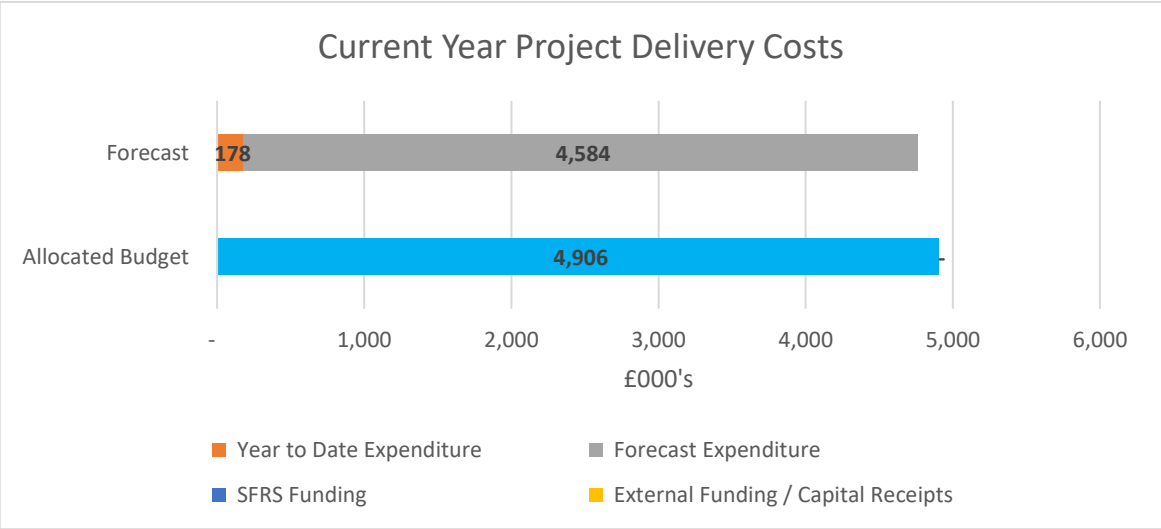
3.8.4 Previous Years Expenditure: there is no expenditure to report in prior financial years.

3.8.5 Initial Benefit Identification has taken place and was incorporated into the approved Full Business Case. Benefits identified include improved compliance, streamlined document management, improved process, increased efficiencies, better communication and enhanced employee engagement.

3.9

Self-Contained Breathing Apparatus (SCBA)





3.9.1 SCBA Cost RAG is currently green. Costs remain within expectations at this stage, with further review planned following supplier selection and confirmation of the baseline budget within the Full Business Case.

3.9.2 Whole life project delivery costs: forecast to be £18.019m against the latest approved Business Case of £18.163m indicating an underspend of £0.144m

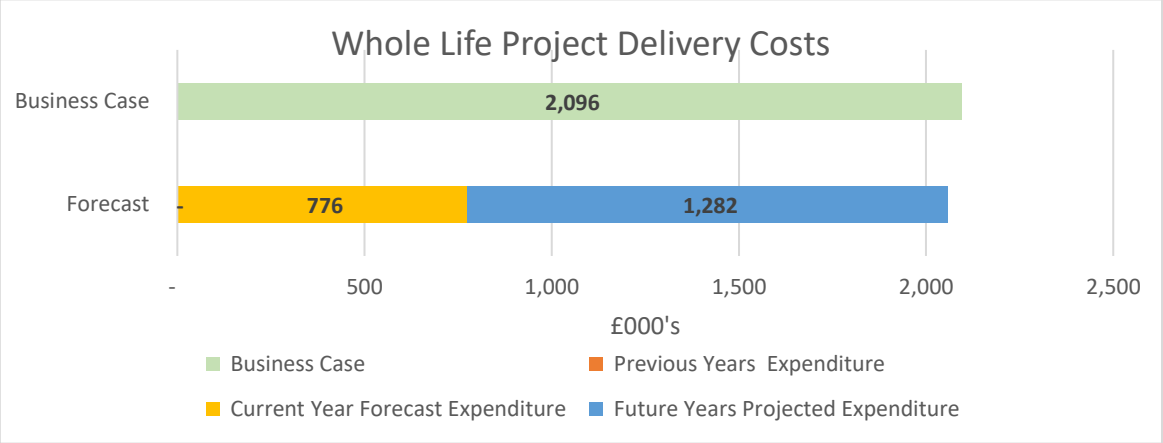
3.9.3 Current year project delivery costs: forecast is £4.762m which compared to budget allocated of £4.906m indicates an underspend of £0.144m. Actuals for the year to date (YTD) are £0.178m, the remaining forecast of £4.584m is expected to be spent over the remaining months of the year.

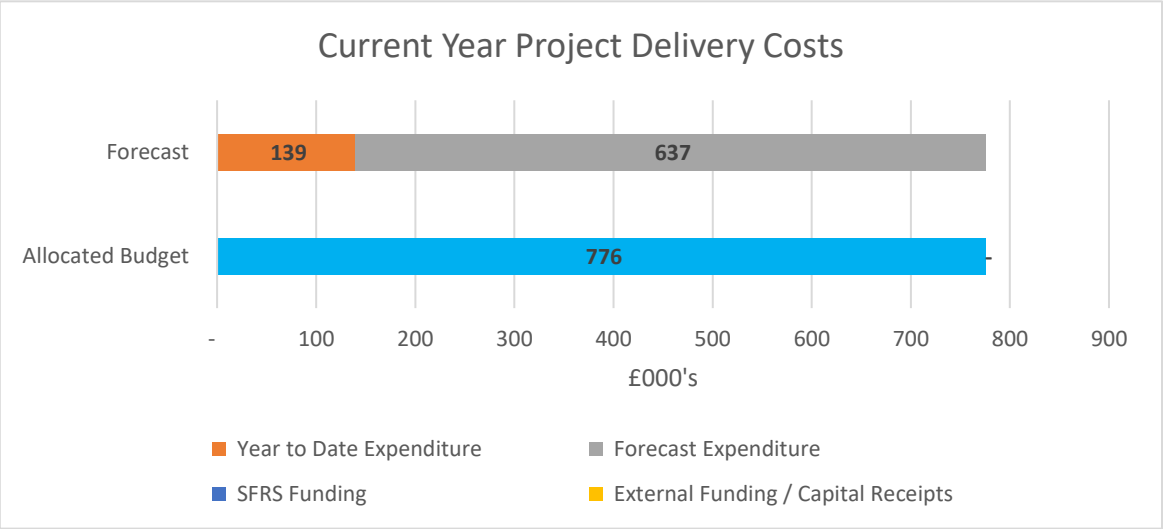
3.9.4 Previous Years Expenditure: this project was approved to progress in February 2026 and there is no expenditure to report in prior financial years.

3.9.5 Initial Benefit Identification has taken place. Workshops to determine detailed definition are underway. Benefits themes identified include enhanced Incident Commander situational awareness, improved firefighting resource efficiency, reduced response time, enhanced firefighter safety and improved post-event evaluation.

3.10 **Corporate Services Review Programme**

3.10.1 **Corporate Business Solutions Project**





3.10.2 CBS Cost RAG is currently green. Costs remain within expectations at this stage.

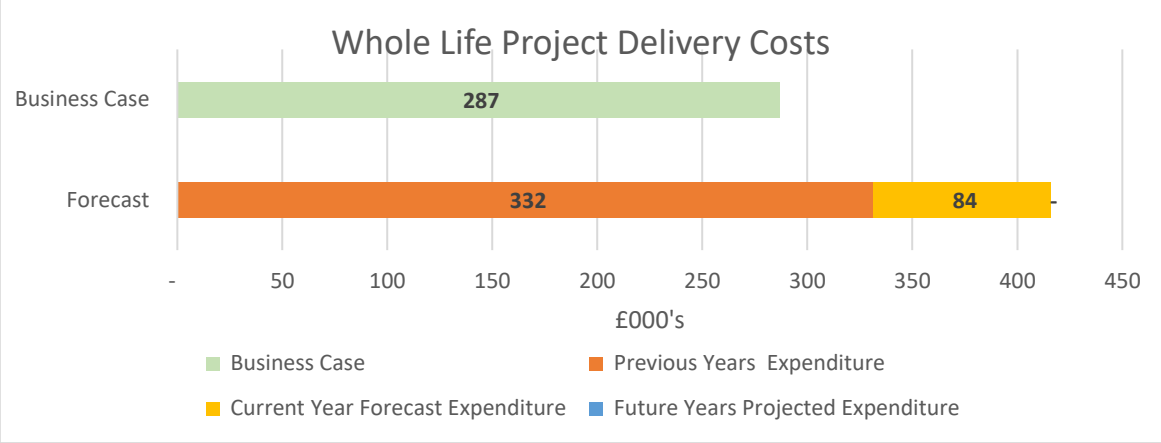
3.10.3 Whole life project delivery costs: forecast to be £2.058m compared to the approved Business Case £2.096m, indicating a small underspend of £0.038m.

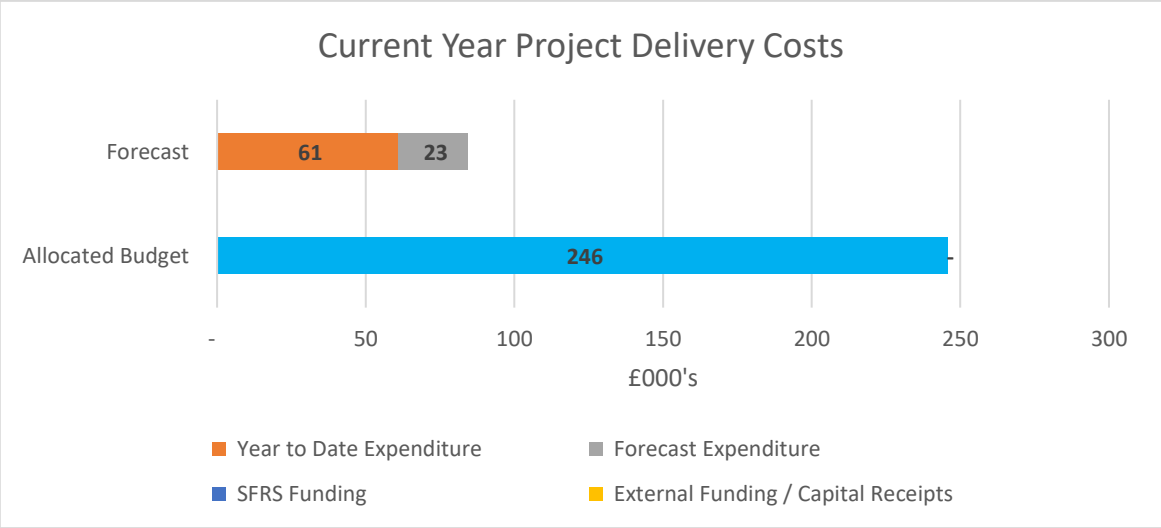
3.10.4 Current year project delivery costs: forecast is £0.776m against an allocated budget of £0.776m. Actuals for the year to date (YTD) are £0.139m, the remaining forecast of £0.637m is expected to be spent over the remaining months of the year. The Full Business Case was approved by SLT in September 2026, confirming solution and implementation costs.

3.10.5 Previous Years Expenditure: this project was approved to progress in February 2026 and there is no expenditure to report in prior financial years.

3.10.6 Initial Benefit Identification has taken place. These were incorporated into the approved Full Business Case. It is proposed that benefit profiles are developed to track the realisation of these.

3.11 **Service Delivery Review Programme**





3.11.1 SDR Cost RAG for spend in this year is Green. Costs remain under control with no additional expenditure reported during the period. The consultation phase of the programme is coming to a close and figures reported relate to the delivery of this.

3.11.2 Whole life consultation phase delivery costs: forecast to be £0.416m against the latest approved Business Case of £0.287m, an overspend of £0.129m is forecast against the approved Business Case. The overspend relates to WTFF (uniformed) staff that are working on the project and are being charged to it with no budget allocated to this (as directed by Change Portfolio Investment Group).

3.11.3 Current year project delivery costs: forecast is £0.084m against an allocated budget of £0.246m, indicating an underspend of £0.162m. Actuals for the year to date (YTD) are £0.061m, the remaining forecast of £0.023m is expected to be spent over the remaining months of the year. A business case will be developed for the implementation phase of the programme that will include phasing, resource and funding requirements and a benefits realisation plan.

3.11.4 Previous Years Expenditure: the spend on the project in financial years 23/24 and 24/25 was £0.332m.

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

3.12 **Project Cost Summary**

3.12.1 The table below summarises the variance between current business case and forecast cost for all projects. NMS, ESMCP/IVS, eSAMs and CBS are all forecasting an underspend. Overall, when compared for Business Cases, there is a forecast underspend of £1.671m (2.80%), which is within the limit of the 5% overspend variance target.

3.12.2 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	1253	1349	-96	-7.66%	↓	↑
New Mobilising System	17781	16482	1299	7.31%	↓	↓
ESMCP/IVS	19839	19522	317	1.60%	↑	↓
Safety and Assurance Management System	211	209	2	0.95%	↔	↔
Self-Contained Breathing Apparatus	18163	18019	144	0.79%	↔	↑
Corporate Business Solutions	2096	2058	38	1.81%	↓	↓
Service Delivery Review	287	416	-129	-44.95%	↑	↔
Total	59630	58055	1671	2.80%	↑	↑

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

3.13 **Time**

3.13.1 Completion time is green when compared to the 10% variance 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 2026/27 period 06 is provided below.

3.13.2 The revised timeline for Rostering is not yet known. Whilst the project has a small variation of 1 month against the approved business case at the moment, a significant extension is expected that will take the project into the latter half of 2027. Workshops with the solution supplier have been held to agree the revised implementation timeline. A change request will then come forward to SLT in October seeking approval for this.

Project/Programme	Original BC Duration (Months)	Current Approved BC / Duration (Months)	Forecast Duration	Variation to current approved BC	Percentage Variation
Rostering	57	57	58	1	2.00%
New Mobilising System	36	36	36	0	0.00%
ESMCP/IVS	40	112	112	0	0.00%
eSAMs	24	24	24	0	0.00%
Self-Contained Breathing Apparatus	40	40	40	0	0.00%
Corporate Business Solutions	35	35	35	0	0.00%
Service Delivery Review					
Total	232	304	305	0	0.33%

3.14	**Financial Benefits**
3.14.1	There are currently no monetary Benefits in Tracking and Realisation. There is one potential monetary Benefit attributed to the Rostering Project awaiting validation.
3.15	**Benefit Realisation Planning**
3.15.1	There are currently six projects in their Delivery Phase within the portfolio. These are Rostering, New Mobilising System, ESMCP/IVS, eSAMs, Self-Contained Breathing Apparatus and Corporate Business Solutions. Of these projects, the New Mobilising System Project has a complete Benefit Toolkit containing approved Benefit Profiles and Realisation Plan.
3.15.2	Currently 17% of approved Portfolio Projects have a Benefit Realisation Plan.

APPENDIX G – Stage Gate Status Update

Programme	Project/Workstream Name	Category	Intake to Planning	Planning to Delivery	Delivery to Closure	Closure
Enabline Infrastructure	Civtech 10.1 - SA	N/A	-	-	-	-
	Civtech 10.2 - Con	N/A	-	-	-	-
	eSAMS	In-Flight	Complete		tbc	tbc
	ESMCP	N/A	-	-	-	-
	NMS	In-Flight	Complete		tbc	tbc
	Rostering	In-Flight	Complete		tbc	tbc
	SCBA	In-Flight	Complete	tbc	tbc	tbc
Service Delivery Review	Closing & Rebuilding Stations	Pipeline	-	-	-	-
	DSDS Implementation	Pre-Flight	-	-	-	-
	Dundee (Balmossie & Kingsway)	N/A	-	-	-	-
	Long Term Dormants	N/A	-	-	-	-
	Monitoring High Reach Strategy (MHRS)	N/A	-	-	-	-
	Other (incl. Fife, Edinburgh, Specials, On Call Clustering and FDO)	Pre-Flight	-	-	-	-
Corporate Services Review	Corporate Business Solutions	In-Flight	tbc	tbc	tbc	tbc
	Corporate Services Directorate Structure	N/A	-	-	-	-
	Future Structure of Corporate Services Directorate	N/A	-	-	-	-
	Pay & Reward Framework	N/A	-	-	-	-
	Service Catalogue	N/A	-	-	-	-
Organisational Culture and Leadership	SFRS Values Review	N/A	-	-	-	-
	Leadership and Management Development	N/A	-	-	-	-
	Inclusive Values-Based Hiring Practices	N/A	-	-	-	-
	Employee Voice, Engagement and Partnership Working	N/A	-	-	-	-
	Employee Voice, Networks Review	N/A	-	-	-	-
	Inclusive Facilities, Kit and Equipment	N/A	-	-	-	-
	Safety, Standards, and Performance	N/A	-	-	-	-

Note 1. Stage Gate review will be applied to change activities which are delivered as projects.
Note 2. tbc indicates that the stage gate review is anticipated and is to be planned.
Note 3. The report presents status reflecting successful review and presentation to Design Assurance Forum (DAF).

APPENDIX H – Benefit Management Status Update

Benefit Management Status

	Number of Profiles	Identified	Validated	Profile Complete	Tracking & Realisation	Comments
CBS Project	8					Project is in Delivery, but Benefit Toolkit is still to be developed and approved. Benefit Validation workshops to be scheduled.
NMS Project	22					Benefit Toolkit approved. Benefit Profiles in Tracking and Realisation. Next Benefit Report June 2027.
Rostering Project	34					Project is in Delivery, but Benefit Toolkit is still to be developed and approved. Benefit Validation workshops have been scheduled Nov 4th & 11th.
eSAMs Project	8					Project is in Delivery, but Benefit Toolkit is still to be developed and approved. Benefit Validation on agenda at eSAMs Project team Meeting 19th Oct.
SCBA Project	42					Project is in Delivery, but Benefit Toolkit is still to be developed and approved. Benefit Validation workshops to be scheduled.
OCL Programme	14					Fourteen Benefits at Programme Outline level, Benefit Profiles will be developed in line with Workstream Definitions when agreed.
SDR Programme	9					Nine Benefits at Programme Outline level, Benefit Profiles will be developed in line with Project Definitions when agreed.

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee

Report No: C/SPCC/23-26

Agenda Item: 10

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**							
Meeting Date:	**5 NOVEMBER 2026**							
Report Title:	**CORPORATE BUSINESS SOLUTIONS UPDATE**							
Report Classification:	**For Information**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	To update the Committee on the Corporate Business Solutions (CBS) project following approval of the Full Business Case and contract award in September 2026, including mobilisation, anticipated benefits, assurance and the principal delivery risks.
2	**Background**
2.1	CBS is a core component of the Corporate Services Review (CSR) Programme. It will modernise the systems and processes supporting People, Payroll, Finance, Procurement and Stores, replacing fragmented arrangements with a single, integrated, cloud-based Software as a Service platform.
2.2	The project is intended to simplify everyday activity, reduce duplication and manual workarounds, strengthen controls and improve access to reliable information. It supports the SFRS Strategy 2025–2028 and the Digital, Data and Technology Strategy.
2.3	CBS is a business change project, not simply a technology replacement. Its success depends on adopting standard processes and changing how services are delivered and used across the organisation.
3	**Main Report/Detail**
3.1	The Full Business Case was approved by the Senior Leadership Team on 9 September 2026. A contract covering the full CBS scope was subsequently awarded to TechnologyOne on 30 September 2026, meeting the planned award date and removing the risk associated with completing the procurement before expiry of the G-Cloud 14 framework.
3.2	Supplier validation, supported by business representatives, informed the assessment of solution fit, costs and implementation requirements. The Full Business Case established the delivery approach, resource requirements, anticipated benefits and governance arrangements. Forecast costs are substantially lower than the earlier Outline Business Case estimates, reflecting the supplier's commercial model and a more developed implementation and resource plan.
3.3	The contract provides an initial three-year term with an option to extend for a further year. Future contractual arrangements will require timely review of organisational requirements, value for money and the procurement options available at that point.

3.4	The project has moved into mobilisation and detailed implementation planning with TechnologyOne. The immediate priorities are to agree and baseline the integrated delivery plan, confirm business participation and establish the first phase of supplier-led workshops. The indicative implementation period runs from October 2026 to April 2028: People and Payroll will be implemented first, with transition targeted for autumn 2027. Finance, Procurement and Stores begin in June 2027 and continue to April 2028. Detailed milestones and transition dates remain subject to confirmation through detailed planning with the supplier.
3.5	Implementation is based on adopting TechnologyOne's standard solution rather than commissioning bespoke development or recreating existing local practices. Workshops will establish how SFRS will use the standard solution and identify the associated process, policy, data and organisational changes. Any proposed departure from standard processes will require a clear business justification and assessment of its delivery and cost implications.
3.6	The Senior Business Analyst has worked with business areas to develop a focused set of measurable benefits and establish baseline information. Examples include reduced time spent on Stores approvals and Finance forecasting, stronger absence-management and expenses controls, improved user experience and lower recurring system contract costs once the relevant legacy arrangements have been retired. This is a forecast financial benefit, not a saving already realised, and depends on successful transition and managed exit from existing contracts.
3.7	Efficiency improvements will be measured as reduced time spent on activity and increased capacity, rather than assumed staffing reductions or cash savings. Benefit ownership, outstanding baselines and measurement arrangements remain areas of active work. Realisation will depend on business areas adopting the new processes and retiring superseded workarounds.
3.8	Contractor data and business change resources have been onboarded, alongside Payroll and Business Support subject matter experts. Onboarding activity is also underway to secure dedicated People subject matter expertise. The Senior Project Manager continues to support an Enabling Infrastructure project, and resolution of this allocation issue has been escalated through governance. Business areas must also provide sufficient capacity and authorised representatives for workshops, timely decisions, data preparation, testing and training. Engagement with Digital, Data and Technology colleagues is progressing to confirm integration requirements and the capacity needed to deliver them. These integrations are important to avoiding continued duplication and fragmented working beyond the CBS platform.
3.9	A further year of MHR iTrent provision has been secured to October 2027 to support continuity during implementation. Exit planning with legacy providers, including the TalentLink arrangements through CoSLA, is progressing alongside the implementation plan. Contract end dates, data access and transition dependencies will require continued oversight.
3.10	Additional change controls are now in place for existing systems. These protect capacity for CBS readiness while allowing essential operational, statutory, security and business-continuity activity to continue. Given the duration of implementation activity, this is controlled prioritisation, rather than a blanket freeze across all changes.
3.11	Communications and engagement are being aligned with implementation milestones. Directorate engagement and People-function familiarisation sessions are helping colleagues understand the standard solution and the changes ahead. Training and readiness activity will need to reach both corporate service teams and operational colleagues across the Service.

3.12	The Digital Assurance Office's (DAO) Business Justification review in July/August 2026 assessed delivery confidence as Amber/Red. The subsequent Assurance of Action Plan review in September improved this to Amber and recommended progression to the next stage. Four of the five critical recommendations were closed; the remaining recommendation concerned further strengthening governance, assurance and document management.
3.13	An updated Risk Potential Assessment, reflecting the revised cost position, places the project below the threshold for mandatory DAO reviews. Alternative independent assurance arrangements are being developed to support implementation.
3.14	The next period will focus on baselining the delivery plan and critical dependencies; securing the remaining project and business capacity; completing initial workshops; progressing data, integration and business-change preparation; and confirming independent assurance arrangements.
3.15	The principal challenge has shifted from procurement to the organisation's ability to deliver and absorb the change. Continued leadership ownership, clear prioritisation and timely decisions will be essential to protect the implementation timetable and realise the intended benefits.
4	**Recommendation**
4.1	Members are asked to note: • Approval of the Full Business Case, contract award and commencement of mobilisation. • The phased implementation approach and anticipated benefits. • The outstanding capacity, data, integration and business-change dependencies. • The Amber external assurance outcome, remaining recommendations and work to establish ongoing independent assurance.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** Contract award has removed the immediate G-Cloud framework-expiry risk. Material delivery risks remain around dedicated capacity, data quality and migration readiness, integration delivery, organisational adoption and the timing of legacy-system exit. Failure to meet these dependencies could affect cost, timescales, service continuity and benefits. These matters are managed through the CBS risk and issue registers, Project Board, CSR Programme and Change Portfolio Progress Group (CPPG) governance.
5.2 5.2.1	**Financial** The approved Full Business Case sets out implementation, internal resource and recurring licence costs, together with anticipated reductions in legacy expenditure. Forecast costs are lower than the Outline Business Case estimates.
5.3 5.3.1	**Environmental & Sustainability** No direct environmental implications arise from this update. More digitally enabled processes are expected to reduce reliance on paper-based activity.
5.4 5.4.1	**Workforce** CBS will change how staff and managers access and deliver corporate services. Business areas will need to commit time to process change, decisions, testing, training and adoption while maintaining day-to-day services. Delivery must remain aligned with wider organisational change to avoid conflicting demands and duplicated effort.

5.5 5.5.1	**Health & Safety** No direct health and safety implications arise from this update.
5.6 5.6.1	**Health & Wellbeing** Simpler processes and better access to information should improve staff experience. During implementation, workload pressure and change fatigue will require careful management through realistic resource planning, prioritisation and support for affected teams.
5.7 5.7.1	**Training** Role-based training, guidance and additional support immediately after go-live will be required for each implementation phase. Arrangements must also provide for new starters, future system changes and ongoing learning so that knowledge and adoption are sustained beyond project closure.
5.8 5.8.1	**Timing** Implementation is planned in two overlapping phases, with People and Payroll first, followed by Finance, Procurement and Stores. The indicative completion point is April 2028. Detailed milestones are being confirmed with the supplier and must remain aligned with business readiness, integration delivery and legacy-contract arrangements.
5.9 5.9.1	**Performance** Project delivery will be monitored through the Project Board and programme and CPPG reporting. Benefits will be tracked against agreed measures and available baselines, with business ownership continuing beyond implementation.
5.10 5.10.1	**Communications & Engagement** Communications are being aligned with implementation milestones and supported by directorate engagement and familiarisation activity. Messaging will explain what is changing, what colleagues need to do and what support will be available. Engagement must include operational users as well as the teams providing corporate services.
5.11 5.11.1	**Legal** Ongoing legal and procurement considerations relate to contract management, delivery obligations, data protection, legacy-system exit and future contractual arrangements.
5.12 5.12.1	**Information Governance** A Data Protection Impact Assessment has been produced and will be reviewed as configuration, processing and integration arrangements are confirmed. Data ownership, migration, retention, archiving and continued access to required records remain important implementation considerations.
5.13 5.13.1	**Equalities** An Equality and Human Rights Impact Assessment has been produced and will be reviewed as implementation progresses. Accessibility, digital confidence and differing user needs will inform engagement, process changes and training.
5.14 5.14.1	**Service Delivery** CBS will improve the consistency, reliability and accessibility of corporate services supporting frontline operations.
5.15 5.15.1	**Prevention** No direct prevention implications arise from this update. Effective corporate services and reliable workforce and financial information support the organisational capacity needed to deliver prevention, protection and response.

6	**Core Brief**	
6.1	Not applicable.	
	Assurance (SFRS Board/Committee Meetings ONLY)	
7.1	**Director:**	Mark McAteer, Director of Governance, Strategy and Change
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	The Full Business Case has been approved, the supplier contract awarded and established project, programme and CPPG governance remains in place. The September external review improved delivery confidence to Amber, reflecting progress while identifying further work on governance, planning and delivery obligations. Reasonable assurance remains qualified by capacity constraints, data and integration dependencies, the scale of business change and outstanding assurance actions. The detailed delivery baseline and alternative independent assurance arrangements are still being developed. Continued oversight is therefore required.
8	**Appendices/Further Reading**	
8.1	None.	

Prepared by:	Paul McGovern, Programme Manager
Sponsored by:	Mark McAteer, Director of Governance, Strategy and Change
Presented by:	Lynne McGeough, Head of Finance and Procurement

Links to Strategy and Corporate Values

CBS supports the SFRS Strategy 2025–2028 through:
Outcome 1 — Community Safety and Wellbeing: Effective corporate services support frontline delivery.
Outcome 2 — Modernising Service Delivery: Standardised processes and an integrated platform enable more consistent, user-focused services.
Outcome 3 — Workforce Development and Wellbeing: Improved access to information, simpler processes and appropriate training support colleagues and managers.
Outcome 5 — Digital Transformation and Innovation: Better data, integration and reporting support efficiency and informed decision-making.

Governance Route for Report	Meeting Date	Report Classification	Meeting Approvals/Outcomes
Strategic Planning and Change Committee	*05/11/2026*	*Information Only*	

STRATEGIC PLANNING AND CHANGE COMMITTEE ROLLING FORWARD PLAN

Agenda Item 11.1

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
4 FEBRUARY 2027	• Chair's Welcome • Apologies • Consideration of and Decision on any Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting	**Standing/Regular Reports** **General Reports** •	**Standing/Regular Reports** **Change** • Portfolio Progress Report **Planning/Strategy** • **Finance** • Portfolio Finance and Performance Report Q2 **Audit/Inspections** • HMFSI Audit and Inspection Action Plan Update **Risk Spotlight:** •	**Standing/Regular Reports** **Change** • **General Reports** •	**Standing/Regular Reports** **Change** • **General Reports** •
		New Business •	**New Business** •	**New Business** •	**New Business** •

PUBLIC MEETING –STRATEGIC PLANNING AND CHANGE COMMITTEE

THURSDAY 5 NOVEMBER 2026

The following report(s) were submitted for information only.

SCOTTISH FIRE AND RESCUE SERVICE

Strategic Planning and Change Committee

Report No: C/SPCC/24-26

Agenda Item: N/A FIO

Report to:	**STRATEGIC PLANNING AND CHANGE COMMITTEE**							
Meeting Date:	**5 NOVEMBER 2026**							
Report Title:	**SFRS BENCHMARKING**							
Report Classification:	**For Information Only**	**SFRS Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	The purpose of this report is to provide an overview of the Scottish Government (SG) benchmarking information on the cost and efficiency of selected Scottish Fire and Rescue Service (SFRS) Corporate Services functions compared with organisations within the Operational Delivery Cluster and across SG and Scottish public bodies. The report highlights relative performance across HR, Finance, Commercial, Communications, Digital and Data, and Property functions and provides assurance on the efficiency of service delivery.
2	**Background**
2.1	Benchmarking has been undertaken across HR, Finance, Commercial, Communications, Digital and Data, and Property functions. These correspond within SFRS to: 1. People, 2. Finance and Procurement, 3. Communications and Engagement, Digital, 4. Data and Technology, and 5. Estates functions.
2.2	The exercise provides insight into the relative cost and efficiency of corporate support functions when compared to a range of other Scottish public sector organisations.
2.3	SFRS forms part of the Operational Delivery Cluster alongside Accountant in Bankruptcy, Disclosure Scotland, Registers of Scotland and Scottish Water. Benchmarking has been undertaken against organisations within this cluster and more broadly across Core Scottish Government and public bodies.
2.4	The benchmarking methodology identifies Full Time Equivalent (FTE) employees as service users and therefore does not fully reflect SFRS's wider workforce including On Call personnel, suggesting actual relative efficiency may be greater than reported. The figures presented in this report adjust for this difference in the composition of SFRS staff. When adjusted the SFRS workforce figure is 7,512 staff, including On Call and volunteer personnel.

3	Main Report/Detail
3.1	The SG benchmarking data indicates that SFRS has either the lowest or second lowest relative costs for each of the functions considered within the Operational Delivery Cluster. SFRS costs approximately 31% of the cluster average in the delivery of corporate functions
3.2	per internal service user.
3.3	Across Core Scottish Government and public bodies, SFRS costs approximately 57% of the average cost of delivering corporate functions per internal service user.
3.4	The benchmarking data also indicates that SFRS generally sits within the most efficient quartile for the measures assessed across the public sector comparator group.
3.5	Using an FTE population of 4,525 employees, total expenditure on the benchmarked corporate functions of £15.834m equates to approximately £3,499 per employee supported. When measured against the total workforce of 7,512 staff, including On Call and volunteer personnel, this reduces to approximately £2,107 per employee.
3.6	The Operational Delivery Cluster average is £11,062 per FTE compared with £6,119 across Core Scottish Government and public bodies.
3.7	SFRS employs 258 FTE within the benchmarked corporate functions, with an average cost of £61,372 per employee. This compares with the Operational Delivery Cluster average cost of £100,236 and the wider public sector average of £84,607.
4	**Recommendation**
4.1	Note the findings of the Corporate Services benchmarking exercise.
4.2	Note that SFRS comparisons against both the Operational Delivery Cluster and wider Scottish public sector comparators across the functions assessed.
4.3	Note that benchmarking indicates the efficient delivery of corporate services while supporting a large and geographically dispersed workforce.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk Appetite and Alignment to Risk Registers** There are no direct risk implications arising from this report. Benchmarking provides intelligence to support ongoing performance improvement and value for money assessments.
5.2 5.2.1	**Financial** There are no direct financial implications arising from this report. Benchmarking provides intelligence to support ongoing performance improvement and value for money assessments.
5.3 5.3.1	**Environmental & Sustainability** There are no direct environmental or sustainability implications arising from this report.
5.4 5.4.1	**Workforce** The report provides assurance that corporate functions support the workforce efficiently relative to comparator organisations.
5.5 5.5.1	**Health & Safety** No direct Health and Safety implications have been identified.

5.6 5.6.1	**Health & Wellbeing** No direct Health and Wellbeing implications have been identified.	
5.7 5.7.1	**Training** No direct Training implications have been identified.	
5.8 5.8.1	**Timing** Benchmarking information could support future service planning, performance management and continuous improvement activities.	
5.9 5.9.1	**Performance** The report provides evidence of strong comparative performance across a range of corporate service measures.	
5.10 5.10.1	**Communications & Engagement** No specific communications implications have been identified.	
5.11 5.11.1	**Legal** No direct legal implications have been identified.	
5.12 5.12.1	**Information Governance** No DPIA completed. The report presents organisational benchmarking data and contains no personal information.	
5.13 5.13.1	**Equalities** No EHRIA completed. The report is for information and presents benchmarking analysis only.	
5.14 5.14.1	**Service Delivery** No direct Service Delivery implications have been identified.	
5.15 5.15.1	**Prevention** No direct Training implications have been identified.	
6	**Core Brief**	
6.1	Not applicable	
7	**Assurance (SFRS Board/Committee Meetings ONLY)**	
7.1	**Director:**	Mark McAteer, Director of Governance, Strategy and Change
7.2	**Level of Assurance: (Mark as appropriate)**	~~Substantial~~/**Reasonable**/~~Limited/Insufficient~~
7.3	**Rationale:**	Benchmarking shows consistently low costs and strong relative efficiency across six corporate functions. Assurance is reasonable rather than substantial because the analysis does not fully assess service quality, outcomes or data consistency.
8	**Appendices/Further Reading**	
8.1	Appendix A – SFRS Benchmarking Presentation	

Prepared by:	Joseph McFadden, Business Architecture and Analysis Manager
Sponsored by:	Mark McAteer, Director of Governance, Strategy and Change
Presented by:	Mark McAteer, Director of Governance, Strategy and Change

Links to Strategy and Corporate Values			
This report supports the Strategic Outcome 'Our organisational performance, productivity and resilience continually improves' by providing comparisons of a range of corporate functions against the wider public sector in Scotland.			
Governance Route for Report	**Meeting Date**	**Report Classification**	**Meeting Approvals/Outcomes**
Strategic Planning and Change Committee	*05/11/2026*	*For Information Only*	

APPENDIX A

SFRS Benchmarking

Overview

This benchmarking considers the costs across HR, Finance, Commercial, Communications, Digital and Data and Property.

The corresponding functions with SFRS: HR (People), Finance (Finance aspects of Finance and Procurement), Commercial (Procurement aspects of Finance and Procurement), Communications (Communications and Engagement), Digital and Data (DDaT) and Property (Estates aspects of Asset Management).

Although this does not cover the totality of Corporate Services within SFRS it does provide a broad overview of how SFRS performs compared to other public bodies.

Overview

SFRS are part of the Operational Delivery Cluster which also includes Accountant in Bankruptcy, Disclosure Scotland, Registers of Scotland and Scottish Water.

SFRS have the lowest or second lowest relative costs for each of the functions considered within the Operational Delivery Cluster.

Compared to the Operational Delivery Cluster SFRS costs approximately 31% of the average in the delivery of Corporate Functions per internal service user.

Overview

Compared across Core Scottish Government and public bodies SFRS costs approximately 57% of the average in the delivery of Corporate Functions per internal service user.

Across the specific measures for each Corporate Function SFRS is among the most efficient quarter across Core Scottish Government and public bodies and often within.

Additionally, the internal service user number is based on Full Time Equivalent employees so does not fully reflect the scale of SFRS's workforce including On-Call colleagues. This would suggest that SFRS is relatively efficient when considering how much it spends on the delivery of these vital services.

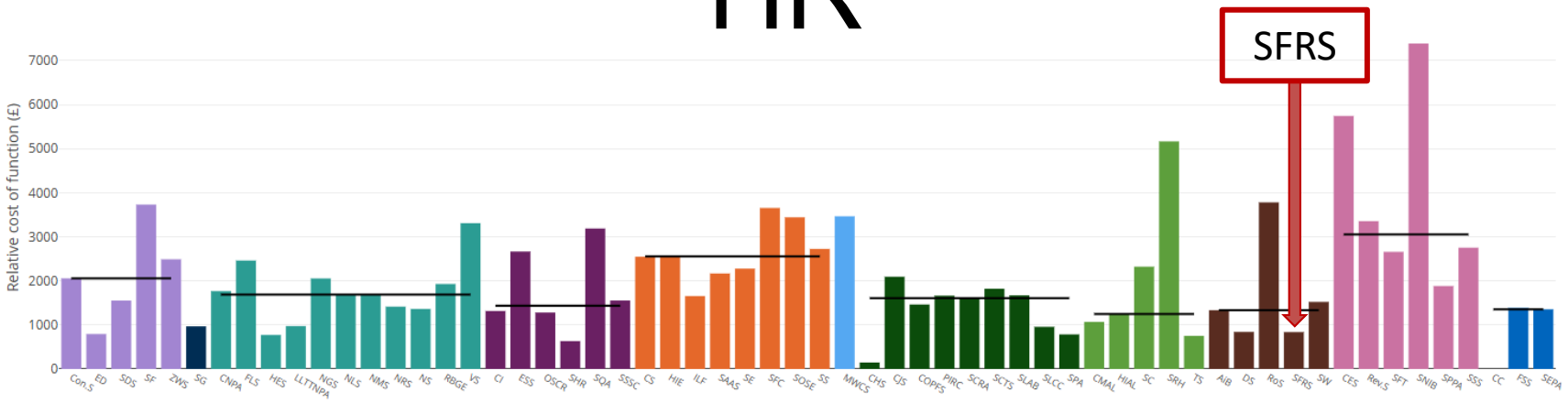
Cost Per Full Time Employee using Corporate Services

- This benchmarking has an SFRS Full Time Equivalent (FTE) number of 4525 which means corporate services cost approximately £3,499 cost per FTE employee with totally expenditure on Corporate Functions of £15,834,000
- However, the total SFRS staff count at March 2024 was 7512 including on-call/volunteer which would bring that cost to £2,107 per employee
- The average cost per FTE in the Operational Delivery is £11,062 based on 11,000 users and total costs of £121,687,000
- Across Core Scottish Government and public bodies (excluding NHS) there are approximately 94,000 FTE, although not all services have that number of users, with an average cost per FTE of £6,119 with total expenditure of £575,248,000

Cost Per Full Time Employee Working in Corporate Services

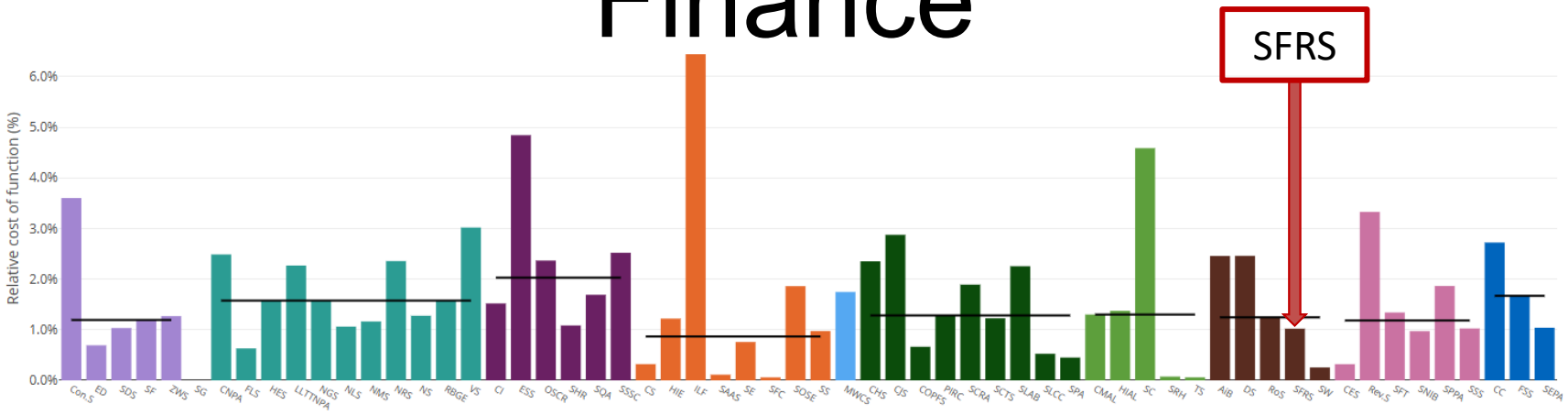
- SFRS had 258 FTE costing on average £61,372 per FTE with total costs for Corporate Functions of £15,834,000
- Across the Cluster there are 1214 FTE with an average cost per FTE of £100,236 and total costs for Corporate Functions of £121,687,000
- Across Core Scottish Government and public bodies (excluding NHS) there are 6799 FTE with an average cost per FTE of £84,607

HR



7 organisations cost less per user than SFRS
SFRS cost £839 per service user
Operational Delivery Cluster cost £1,334 per service user
Core Scottish Government and Public Bodies cost £1,295 per service user

Finance



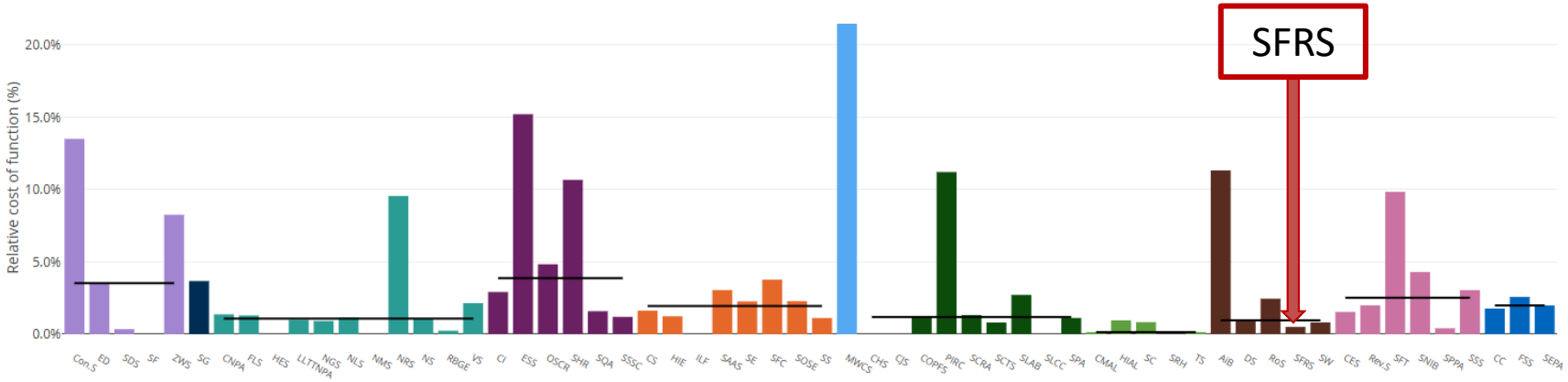
13 organisations cost less as percentage of total managed expenditure + external income than SFRS

SFRS cost approximately 1% of total gross expenditure

Operational Delivery Cluster cost approximately 2.04% of total gross expenditure

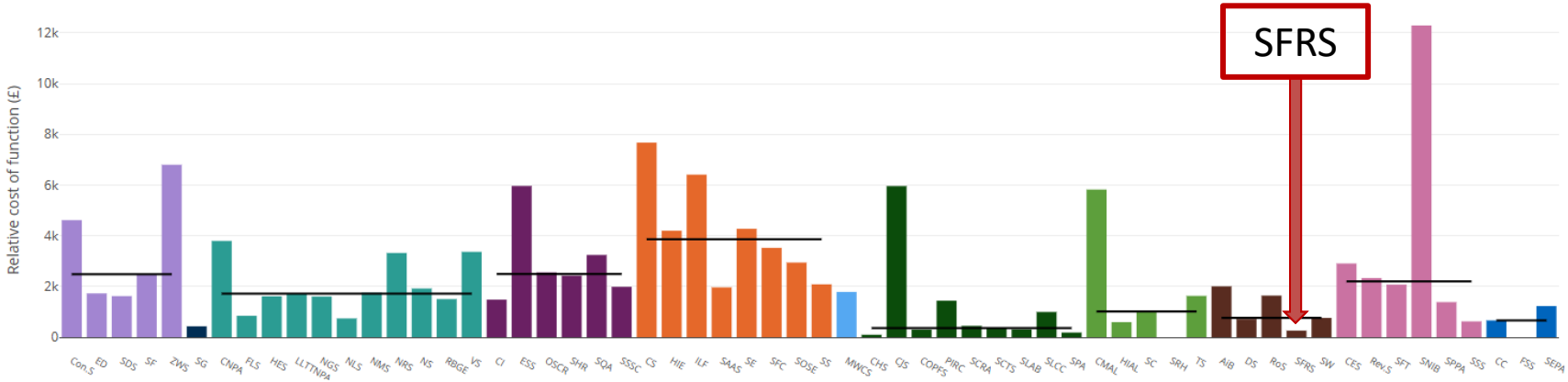
Core Scottish Government and Public Bodies cost approximately 1.6% of total gross expenditure

Commercial



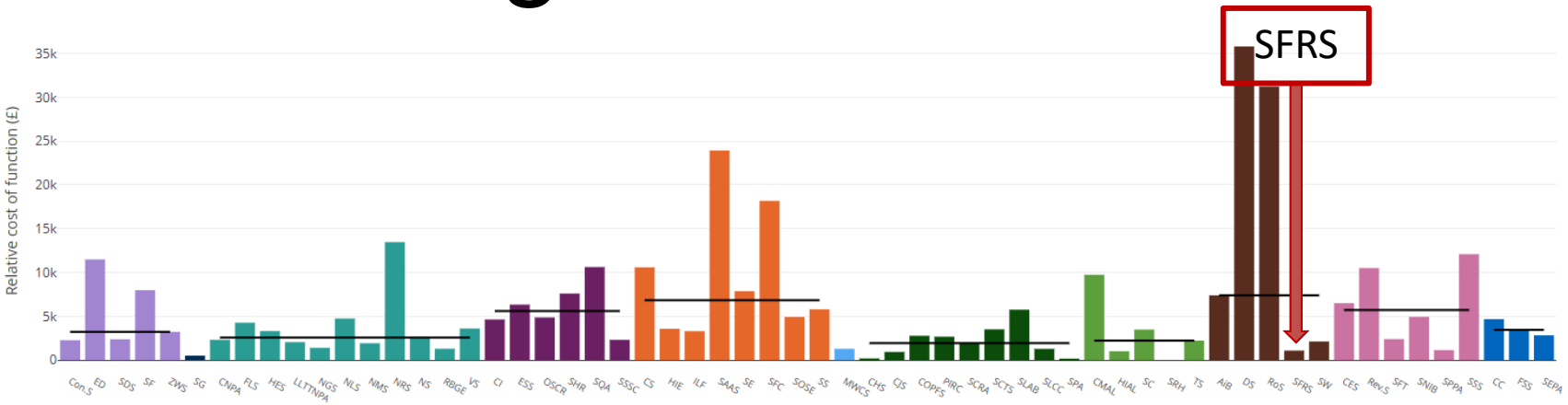
12 organisations cost less as percentage of third party spend than SFRS
SFRS cost approximately 0.5% of third party spend
Operational Delivery Cluster cost approximately 1% of third party spend
Core Scottish Government and Public Bodies cost approximately 3% of third party spend

Communications



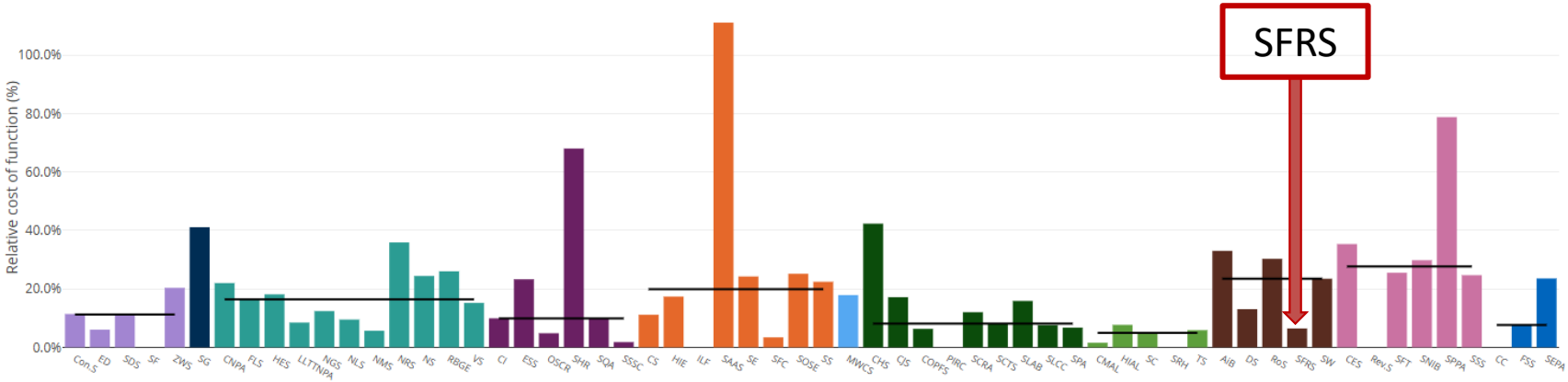
4 organisations cost less per user than SFRS
SFRS cost £262 per service user
Operational Delivery Cluster cost £761 per service user
Core Scottish Government and Public Bodies cost £684 per service user

Digital and Data



7 organisations cost less per user than SFRS
SFRS cost £1,077 per service user
Operational Delivery Cluster cost £7,388 per service user
Core Scottish Government and Public Bodies cost £2,481 per service user

Property



15 organisations cost less to run as a percentage of estate running costs than SFRS

SFRS function cost approximately 6.5% of estate running cost

Operational Delivery Cluster cost approximately 21.26% of estate running cost

Core Scottish Government and Public Bodies cost approximately 18.38% of estate running cost