PUBLIC MEETING - TRANSFORMATION AND MAJOR PROJECTS COMMITTEE

THURSDAY 4 FEBRUARY 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

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: 5 NOVEMBER 2020 (*attached*)   *F Thorburn*

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

6   ACTION LOG (*attached*)   *A Cameron*

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

7   SENIOR MANAGEMENT BOARD ACTION LOG (*attached*)   *R Haggart*

The Committee is asked to note the updated SMB Action Log.

8   SERVICE TRANSFORMATION PROJECTS
8.1   Dashboard (*attached*)   *G Buchanan*
8.2   Service Delivery Model Programme Update (*verbal*)   *J MacDonald*
8.3   RVDS – Change Request and Updated Dossier (*attached*)   *D Farries*
8.4   Safe and Well – Change Request and Updated Dossier *(attached)*   *A Perry*

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

9 MAJOR PROJECTS

9.1	Dashboard (*attached*)	*G Buchanan*
9.2	Emergency Services Network/ESMCP – Implementation Dossier (*attached*)	*S Fox*
9.3	West Asset Resource Centre – Change Request (*attached*)	*G Buchanan*
9.4	Protection of Vulnerable Groups Scheme – Change Request and Updated Dossier *(attached)*	*G Lindsay*

10 GENERAL REPORTS

10.1	Benefits Management Tracker *(attached)*	*G Buchanan*
10.2	Gateway Review Action Plan *(attached)*	*G Buchanan*

11 RISK

11.1	Portfolio Office Risk Log/Tracker *(attached)*	*G Buchanan*
11.2	Strategic Risk Register (*attached*)	*P Stewart*
11.3	Spotlight - Portfolio Office Resourcing (attached)	*P Stewart*

12 COMMITTEE ROLLING FORWARD PLANNING *F Thorburn*

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

13 REVIEW OF ACTIONS *A Cameron*

14 DATE OF NEXT MEETING
Thursday 6 May 2021 @ 1000 hrs

<u>PRIVATE SESSION</u>

15 MINUTES OF PREVIOUS PRIVATE MEETING: 5 NOVEMBER 2020
(*attached)* *F Thorburn*

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

16 PRIVATE ACTION LOG (*attached*) *A Cameron*

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

17 PERIODIC UPDATE: COMMAND AND CONTROL FUTURES PROJECT – (PHASE 2) IMPLEMENTATION OF A NEW COMMAND AND CONTROL MOBILISING SYSTEM (CCMS)
(attached) *J Dickie*

The Committee is asked to scrutinise the report.

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SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PUBLIC MEETING - TRANSFORMATION AND MAJOR PROJECTS COMMITTEE

THURSDAY 5 NOVEMBER 2020 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn (Chair) (FT)	Marieke Dwarshuis (MD) (Deputy Chair)
Nick Barr (NB)	Brian Baverstock (BB)
Mhairi Wylie (MW)	

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Darren Riddell (DR)	Area Commander Portfolio Manager
Gillian Buchanan (GB)	Deputy Portfolio Manager
Ali Perry (AP)	Deputy Assistant Chief Officer, Prevention and Protection
John MacDonald (JMacD)	Deputy Assistant Chief Officer, Head of Service Development
Andy Girrity (AG)	Area Commander, Service Delivery Model Programme Manager
Garry Mackay (GMack)	Area Commander, Response and Resilience
Iain Morris (IM)	Head of Asset Management
Richard Whetton (RW)	Head of Governance, Strategy and Performance
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Malcolm Payton	Board Member
Heather Greig	Board Support Executive Officer
Asha Narsapur	Legal Services

1   WELCOME

1.1   The Chair opened the meeting and welcomed those present and participating via conference facilities.

2   APOLOGIES

2.1   None

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

3.1   The Committee agreed that the Strategic Review Update (Agenda item 10.1) would be moved into the private session due to confidential commercial/financial information (Standing Order 9E).

3.2   No private items were identified.

4   **DECLARATION OF INTERESTS**

4.1   None

5   **MINUTES OF PREVIOUS PUBLIC MEETING: 6 AUGUST 2020**

5.1   The following amendment was noted and agreed:

Item 7.2 ST00009 OHCA/EMR – RH requested that the reference to ACO Paul Stewart being tasked with producing a paper for the Strategic Leadership Team be amended to read ACO Stuart Stevens.

5.1.1   **Subject to the above amendment being made, the minutes of the meeting held on 6 August 2020 were approved as a true record of the meeting.**

5.2   **<u>Matters Arising</u>**

5.2.1   None

6   **ACTION LOG**

6.1   The TMPC Rolling Action Log was considered and actions were agreed and removed.

6.2   Following a brief discussion, it was agreed that the Benefits Management Tracker (internal resource) action would remain closed with any future issues being brought back to the Committee if necessary.

7   **SENIOR MANAGEMENT BOARD (SMB) ACTION LOG**

7.1   It was noted that the SMB Action Log was included for information purposes only.

8   **SERVICE TRANSFORMATION PROJECTS**

8.1   **Service Transformation Programme Dashboard**

8.1.1   DR presented the Service Transformation Programme Dashboard, noting exceptions were being reported on Service Delivery Model Programme (SDMP) projects showing Amber for Skills and Resources.

8.2   **SDMP Framework – Change Request and Framework**

8.2.1   JMacD presented a report to the Committee outlining the change request, revised framework and revised project dossiers. The following key updates were noted:

- Future Vision (renamed to Community Risk Index Model (CRIM)) – External validation being undertaken by Edinburgh University. Additional in-house resources identified to undertake regression testing to supplement the work of Edinburgh University.
- Station and Appliance Review and Demand Based Duty System – Full analysis required to be undertaken to identify the demand on station personnel over and above operational duties eg training, community engagement, operational intelligence, operational assurance, etc. Additional resources are required to support this work.
- Requests for additional short-term resources to support the above projects had been submitted and approved by the SMB and Strategic Leadership Team (SLT).

- Retained and Volunteer Duty System (RVDS) Strategy – Previously recommended the appointment of an on-call support team, however, the business case was rejected. Subsequently, an additional resource (Watch Commander) has been secured for a 3-year fixed term to support this project splitting their commitment 60/40 with the other SDMP projects. Highlighted that this project was still supported with limited resource (2 individuals) and therefore further resources were being actively pursued through the National RVDS Leadership Forum. National RVDS Leadership Forum's terms of reference would be circulated for information.

ACTION: BST

8.2.2 The Committee commented on the timings and governance routes for reports being brought to the Committee and the potential impact on the Committee's ability to fully scrutinise them. It was confirmed that any amended change requests and project dossiers presented to the Committee were the current versions. The Dashboard and verbal updates presented to the Committee were as up to date as possible. At the discretion of management, further written addendums to the reports being presented would be considered.

8.2.3 The Committee commented on the limited resources allocated to these projects and sought assurance whether this was adequate. RH stated that the Service was alive to resourcing all project areas adequately whilst continuing to be mindful of the potential impact and implications on other areas of the Service. Resources were continually being balanced to best meet the needs of the Service.

8.2.4 It was requested that additional information on change history and original delivery date be captured within future change requests and dashboard cover papers (for information).

ACTION: PO

8.2.5 Regarding ST0001 Terms and Conditions, it was noted that the SLT were to decide on the future of this project. A summary of the pathway to green to be included on the next iteration of the dashboard to aid the Committee and provide more clarity on next steps/progress.

ACTION: PO

8.2.6 JMacD outlined the changes to the SDMP Framework document including project name change, changes in Executive Leads' roles and governance route (SMB) and revised timelines.

8.3 **Futures Vision – Change Request and Updated Dossier**
8.3.1 JMacD advised the Committee of the approved project name change to more accurately reflect the purpose of the project and remove any potential confusion with the wider Future Vision Strategy. The project has been renamed the Community Risk Index Model (CRIM). The project milestones have been revised to provide a more defined timeline.

8.4 **Combined Station and Appliances Review and Demand Based Duty System –**
8.4.1 **Change Request and Updated Dossiers**
JMacD reminded the Committee of the impact of COVID-19 on these projects and the requirement to revise timelines. A subsequent review has been carried out which has resulted in the timelines being refined further.

8.5 **Retained and Volunteer Duty System – Change Request and Updated Dossier**
8.5.1 JMacD reminded the Committee of the impact of COVID-19 on this project and the requirement to revise timelines for Phase 2.

8.5.2   JMacD informed the Committee that any impact on Phase 3 timelines, due to the extension of Phase 2, for the above projects was still to be identified and would depend on the outcome of Phase 2.

8.5.3   The Committee sought assurance on how the Service had adapted and would respond to any subsequent COVID waves. JMacD noted that the Service were now more informed and therefore able to react better to any subsequent waves. He commented on the SLT's focus on resilience, response and delivery of key strategy issues including SDMP. As the primary function of the Service was operational delivery, it may be necessary to redirect resources to meet Service needs which could impact on project deliverables. In turn this would need to be balanced with the SLT's commitment to maintain a focus on SDMP.

8.5.4   In relation to CRIM, JMacD indicated that the stakeholder consultation referred to both internal and external facing around all aspects of the SDMP eg approach, methodology and Phase 2 outcomes. He commented on the importance of engagement with key stakeholders/partners following the development of the engagement and communication plan. The Committee reiterated that communication and engagement were critical and an integral part of every project. SLT had recently approved the recruitment of a dedicated and skilled communication and engagement resource to develop the communications and engagement plan.

8.5.5   It was noted that resilience continued to be a key focus of the Service with particular awareness and preparation for future concurrent events eg COVID, Brexit, adverse weather, COP 26, etc.

8.5.6   The Committee requested further details on how emphasis is placed on the importance of communications and engagement and ensuring it is integrated into projects appropriately.

ACTION: PO

8.5.7   **The Committee noted the change requests and updated dossiers.**

8.6   **Out of Hospital Cardiac Arrest (OHCA) – Change Request and Updated Dossier**
8.6.1   JMacD advised the Committee that Scottish Ambulance Service (SAS) have agreed to provide clinical governance for OHCA and all other aspects of casualty care provided by the Service. He indicated the change in Executive Lead, extension of the project end date and updated milestones for establishing the Memorandum of Understanding and Service Level Agreement, establish a communications and engagement strategy, develop an OHCA training strategy, establish communication protocols between Operations Controls and develop an implementation plan.

8.6.2   The Committee asked whether there was a risk of the Service failing to achieve the standard required for clinical governance. JD provided assurance that the standard of clinical governance sought by the Service would be an appropriate standard and would cover all areas of risk. He outlined the work being undertaken on the implementation plan, reviewing of training materials, assessing of medical equipment and the governance route for clinical governance reporting and ongoing collaboration with SAS.

8.6.3   JMacD explained that further options on the OHCA Delivery Model were being presented to SLT.

8.6.4   **The Committee noted the change request and updated dossier.**

8.7 **Safe and Well – Change Request and Updated Dossier**

8.7.1 AP advised the Committee of the revisions to project milestones and stated that the end date remained unchanged. Changes to the Executive Lead had helped to review and redefine milestones, in particular the development of ICT system.

8.7.2 AP explained how the project would deliver benefits by reducing the number of journeys undertaken through targeting high risk/vulnerable visits which will result in an overall reduction in visits.

8.7.3 COVID-19 impacted on the potential to seek secondments from partner organisations to help develop the question set/links and this is being reviewed whether this is still necessary.

8.7.4 **The Committee noted the change request and updated dossier.**

8.8 **Youth Volunteer Scheme – Mission Station, Outcomes and Syllabus**

8.8.1 AP recorded his thanks to DACO John Miller, Megan Taylor and team for the work undertaken to deliver this project which has now transferred over to business as usual. He explained that the GIRFEC (Getting it Right for Every Child) approach was at the heart of the development of the YVS and this extended to involving participants to help develop the scheme, syllabus and training materials. Six long term outcomes have been identified and will be assessed annually to monitor benefits for participants, volunteers and the wider community as well as future prospects.

8.8.2 The Committee requested a summary/broad profile of the young people involved including care experienced background, contributing to Saltire Awards and potential to support the closure of the attainment gap. (To be circulated via the BST.)

ACTION: AP

8.8.3 AP informed the Committee of the positive impact of using participants of the scheme to engage with peers during the current bonfire period.

8.8.4 **The Committee noted the update.**

(The meeting broke at 1134 hrs and reconvened at 1140 hrs)

9 **MAJOR PROJECTS**

9.1 **Major Projects Dashboard**

9.1.1 DR presented the Major Projects Dashboard, noting exceptions were being reported on Command and Control Futures (CCF) project showing Amber for Cost and Quality, McDonald Road showing Amber for Time, Cost and Skills/Resources, Protection of Vulnerable Groups Pilot showing Amber for Cost and People, Training, Finance and Assets System showing Amber for Skills/Resources.

9.2 **Command and Control Futures – Change Request and Updated Dossier**

9.2.1 JD presented an overview of the assessed impact of COVID-19 mitigation measures on project delivery and the resultant proposed amendments to the delivery timelines. The Committee were reminded of the project update provided at the workshop on 16 August 2020 and JD noted the positive progress made since.

9.2.2 GMack noted that the project was reporting Amber for Costs and Quality. This was due to some costs being transferred between fiscal years and ongoing issues with gazetteer functionality and some delays in functionality due to the revised release schedule.

9.2.3 GMack presented the updated dossiers and highlighted the key points:

- Revised timeline to take account of the COVID-19 impact assessment. Key stage deliverables timelines referenced.
- Clarification on the delay of Airwave connectivity and the actions being taken to resolve this.
- Key areas of consideration include the financial impact (milestone payments, staffing costs and continuing maintenance of existing systems) and operational risk and impact of delayed delivery (risk associated with existing systems).
- Key areas of progress and challenge includes the positive weekly meetings with Systel, early notification of potential travel restrictions impacting on specialist onsite resources pre/post Go live events.
- Areas of development include telephony workshops with demonstrations of the new build and key areas of benefits. Work progressing with BT and Systel to testing stages.
- Entering User Acceptance Testing phase despite some initial delays.
- Draft communication plan has been developed and issued via the OC Newsletter, engagement visits were scheduled during December/January along with video presentations being published on iHub.
- Individual identified to undertake a 6 month secondment in order to develop an e-learning module and platform for flexi-duty officers and wholetime operational personnel.
- Continuing to liaise with Scottish Government's Digital Assurance Office to provide progress updates and establishing a further gateway review.
- In anticipation of potential COVID-19 impact, mitigation strategy has been developed to allow UAT activities to continue albeit at a reduced capacity.

9.2.4   The Committee noted the improved relationship with Systel and the positive progress being made. JD reminded the Committee of the continuing weekly meeting with Systel's Chief Executive Officer to enable progress/issues to be scrutinised and discussed at the highest level. This also includes any potential early sight of impact/delays due to COVID-19 and alternative options for delivery.

9.2.5   GMack commented on the system stability issues around new software and the recent extended periods of instability which subsequently impacts on the next release. This has been raised at monthly meeting with Systel and assurances have been provided that this would be investigated and measures (remote monitory) would be put in place to highlight instances of instability. He further noted the increased focus on defect management and the measures put in place to monitor, categorise and rectify any defects. All defects were also reported into the CCF Board to formally monitor and if necessary, raise during the weekly CEO meetings.

9.2.6   In regards to the current legacy systems, JD confirmed that maintenance contracts were in place, monthly monitoring reports are submitted to the CCF Board and the Contingency Planning Group has been stood up.

9.2.7   The Committee requested a brief update on the activities and/or issues affecting the Service mobilising systems over the next 24 hours (5/6 November).

ACTION: GMack

9.2.8   **The Committee noted the report and verbal update.**

9.3   **McDonald Road Redevelopment Incorporating the Museum of Scottish Fire**
9.3.1   **Heritage – Change Request and Updated Dossier**
        IM outlined the impact of COVID-19 on the cost, time and skills/resources for the project. This included deferring costs into the next financial year, delayed delivery of products,

restricted personnel on site and contractual obligations. The Committee were updated on the positive progress made on site (photos were circulated during the meeting).

9.3.2   IM noted that the change request included the redesigned access to the museum and subsequent increased costs. He confirmed that this would not impact on the project end date.

9.3.3   IM provided clarification of the NAC3 contract process and subsequent tendering process. He commented on the potential cost implications, due to delays caused by COVID/Brexit, associated with preliminaries and that legal advice was being sought.

9.3.4   **The Committee noted the Change request and updated dossier.**

9.4   **West Asset Resource Centre**
9.4.1   IM provided a verbal update to the Committee noting progress with the identified Contractor, achievability of timeline and costs and consideration would be given to benefits realisation. Review to be undertaken on high level benefits from Newbridge and Dundee ARC to identify benefits and lessons learned.

9.4.2   **The Committee noted the verbal update.**

10   GENERAL REPORTS
10.1   **Strategic Review Update**
10.1.1   Deferred to the private session.

10.2   **Gateway Review Action Plan**
10.2.1   RH presented the Gateway Review Action Plan update report to the Committee and advised that this continued to be developed and updated.

10.2.2   **The Committee noted the report.**

10.3   **Benefits Management Tracker**
10.3.1   DR presented the Benefits Management Tracker to the Committee noting its continuous development by the Portfolio Office and Project Managers.

10.3.2   The Committee commented on the absence of smart measures/targets including cashable and non-cashable and the preference for benefits and disbenefits for individual projects to be presented together to help provide a fuller picture.

10.3.3   **The Committee noted the report.**

11   RISK
11.1   **Portfolio Office Risk Log**
11.1.1   DR presented the risk log and noted that updates had been provided earlier in the meeting on both the CCF and SDMP.

11.1.2   **The Committee noted the report.**

11.2   **Strategic Risk Register**
11.2.1   RW presented the TMPC aligned Directorate Risks highlighting revisions to the risk descriptors, controls, actions and owners.

11.2.2   RW indicated that within the current financial year, it was anticipated that any mitigation measures and actions intended to be delivered would progress the current risk rating towards the target risk rating.

11.2.3 The Committee commented on the specific risk in failing to consult and communicate with stakeholders regarding service change. RW noted that the Service were alive to this risk, fully aware of the importance of communication and engagement and would anticipate some positive movement over the reporting period. RH commented on the potential optimistic target position given the current circumstances and noted that there had not been sufficient time to affect any significant changes due to the ongoing work to redefine risks.

11.2.4 In relation to the Command and Control Futures risks, it was agreed that these would be reviewed with the potential to separate the CCF project and maintenance of legacy risks. The CCF project would continue to be presented to this Committee and the legacy risks would be presented to the Service Delivery Committee, as business as usual.

ACTION RH/PS

11.2.5 **The Committee noted the report.**

12 COMMITTEE ROLLING FORWARD PLAN
12.1 Committee Forward Plan
12.1.1 The following was noted:
- Future Risk Spotlights will be identified when appropriate.
- Removal of Standing Agenda item Communication & Engagement due to this being an integral part to all projects/programmes.

12.2 Items for Consideration at Future IGF, Board and Strategy Day Meetings
12.2.1 There were no items identified.

13 REVIEW OF ACTIONS
13.1 AC confirmed that 6 formal actions were recorded during the meeting.

14 DATE OF NEXT MEETING
14.1 The next meeting is scheduled to take place on Thursday 4 February 2021 at 1000hrs.

14.2 There being no further matters to discuss, the public meeting closed at 1300 hrs.

PRIVATE SESSION

15 MINUTES OF PREVIOUS PRIVATE MEETING: 5 NOVEMBER 2020
15.1 The minutes were agreed as an accurate record of the meeting.

16 PRIVATE ACTION LOG
16.1 The Committee considered the action log, noted the updates and agreed the closure of an additional action (Item 22.7).

10.1 STRATEGIC REVIEW UPDATE
10.1.1 RH provided the Committee with a verbal update on the Strategic Review.

Agenda
Item 6

TRANSFORMATION AND MAJOR PROJECTS COMMITTEE – ROLLING ACTION LOG

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Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 9 actions. Six of these actions have been completed.

The Committee is therefore asked to approve the removal of the 6 actions noted as completed (Blue status), note the one actions categorised as Green status and note 2 actions categorised as Yellow status on the action log.

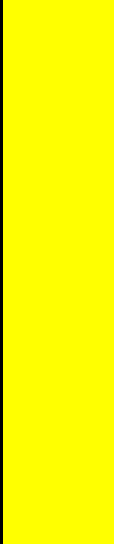# TRANSFORMATION AND MAJOR PROJECTS COMMITTEE
ROLLING ACTION LOG

Committee Meeting: 6 August 2020						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.2.6	**Service Transformation Projects ST00009 OHCA/EMR:** Updates on the business case and estimated costs would be brought to the next meeting.	R Haggart / R Hall	**November 2020**			**Update (05/11/20):** An OHCA options paper was discussed at the SLT meeting on 25/08/20. This paper provided three options for a SFRS OHCA response capability moving forward. At the time of this paper being presented, the SAS had not provided the SFRS with "Heat Maps" indicating the areas of Scotland where the SFRS would have the biggest impact in supporting the SAS. These maps have now been provided and a further paper detailing the financial impact of each response model will be discussed at SLT on 12/11/20. **Update (04/02/21):** This project is currently going through the closing process. It is anticipated that the closing report will be presented to TMPC for scrutiny on 6 May 2021.
7.4.2	**RRU Project Review/Evaluation:** Improvement Plan with key recommendations from evaluation report would be produced and implemented by the Portfolio Office.	PO	**November 2020**			**Update (05/11/20):** This work is currently in progress. Training is currently being rolled out across key roles within the Portfolio. **Update (04/02/21):** An action plan is being addressed and is planned to be put forward to the TMPC in May for scrutiny

Committee Meeting: 5 November 2020						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
Item 8.2.1	**SDMP Framework – Change Request and Framework -** National RVDS Leadership Forum's terms of reference would be circulated for information.	BST	**November 2020**		**November 2020**	**Completed (04/11/21):** Circulated to the Committee on 5/11/20
Item 8.2.4	**SDMP Framework – Change Request and Framework** - Additional information on change history and original delivery date be captured within future change requests and dashboard cover papers (for information).	PO	**November 2020**		**November 2020**	**Completed (04/02/21):** This has been actioned and the change request template has been updated.
Item 8.2.5	**SDMP Framework – Change Request and Framework** - A summary of the pathway to green to be included on the next iteration of the dashboard to aid the Committee and provide more clarity on next steps/progress.	PO	**November 2020**		**November 2020**	**Completed (04/02/21):** This has been actioned and reflected on the dashboard.
Item 8.5.6	**Retained and Volunteer Duty System – Change Request and Updated Dossier** - Further details on how emphasis is place on the importance of comms and engagement and ensuring it is integrated into projects appropriately.	PO	**February 2021**			**Update (04/02/21):** This work is currently in progress and discussions will take place regarding wider communications within the Portfolio.
Item 8.8.2	**Youth Volunteer Scheme – Mission Station, Outcomes and Syllabus** - Summary/broad profile of the young people involved including care experience background, contributing to Saltire Awards and potential to support the closure of the attainment gap. (To be circulated via the BST))	AP	**February 2021**		**December 2020**	**Completed (04/02/21):** Additional information provided by A Perry and circulated by email (15/12/20)

Item 9.2.7	**Major Projects Command and Control Futures – Change Request and Updated Dossier** - Brief update on the activities and/or issues affecting the Service mobilising systems over the next 24 hours (5/6 November) (Circulate to TMPC via Board Support)	**GMacK**	**November 2020**		**November 2020**	**Completed (04/02/21):** Committee Chair received confirmation that no new/additional technical issues arose in the face of the high volume of call during the Bonfire night/5 November period.
Item 11.2.4	**Strategic Risk Register** – To be reviewed with the potential to separate the CCF project and maintenance of legacy risks.	**RH/PS**	**February 2021**		**February 2021**	**Update (04/02/21):** Relevant risk relating to legacy systems has been removed from CCF Project Risk Register; this is now being managed through the Service Delivery Directorate Risk Register.

ACTION LOG: Senior Management Board

	Task complete - 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

Minute Ref	Meeting	Meeting Date	Action	Action Owner	Due Date	Completion Date	BRAG status	Position Statement
n/a	SMB	15-Jul		Darren Riddell	Dec-20			A workshop to be rearranged for later in the year to further discuss the High Levels Benefit Plan Update 15 Sept - Date changed to Dec 2020. Final Meeting with Accenture take place and update at SMB in due course Update 16 December - Benefit Realisation Workshop is expected to take place early 2021 Update 20 Janaury - Due to capacity issues this will remain live
N/a	SMB	19-Aug	Transformation Projects	John Thompson	Sep-20			JT to provide Financial positions for the Transformation Projects to SMB going forward Update 15 Sept - JT to share infromation off table with SMB Members. Will be included within the agenda at the next meeting Update 14 October - Paper will be available for the November meeting. Update 18 Nov - JT to follow up for Dec meeting. Update December - JT dealing with a few queries and will provide more information with SMB in due course. Update 20 January the slippage on projects has been identified and the position reflected in future budget provision for next year. The main changes have been to remove 21/22 budget for immunisation and OHCA and accomodate slippage in PVG. Once the funding has been agreed 28/1 will be in a better position to confirm budget

SCOTTISH FIRE AND RESCUE SERVICE	
Transformation and Major Projects Committee	

Report To:	**TRANSFORMATION AND MAJOR PROJECTS COMMITTEE**
Meeting Date:	**4 FEBRUARY 2021**
Report Title:	**SERVICE TRANSFORMATION PROGRAMME DASHBOARD COVER PAPER**

Report Classification:	**For Scrutiny**	**Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to Board Standing Order 9**						
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>

1	**Purpose**
1.1	The purpose of this report is to provide the Transformation and Major Projects Committee (TMPC) with a wider overview of the identified following areas – Risk, Interdependencies, Costs and Capacity to Deliver.

2	**Background**
2.1	The Portfolio Office (PO) will update the TMPC with available information associated with this programme during the reporting period.

3	**Main Report and Discussion**
3.1 3.1.1	<u>**Risk**</u> The impact of new Terms and Conditions for uniform staff.
3.1.2	Service Delivery Model Programme Resources, further resources have been allocated. The Communications & Engagement vacancy has still to be filled.
3.2 3.2.1	<u>**Interdependencies**</u> The capacity from the Training, Safety and Assurance and ICT across various projects remains a Portfolio interdependency.
3.2.2	SDMP- close involvement with Service Delivery Model Programme (SDMP) and People, Training, Finance and Assets Programme (PTFAP). A SDMP Project Manager is part of the PTFAS Board Meetings.
3.2.2.1	There are also key interdependencies with the Retained Volunteer Duty Systems Strategy (RVDS), Emergency Services Mobilising Implementation (ESMI), SDMP and Command and Control Futures (CCF) projects
3.3 3.3.1	<u>**Cost**</u> There are no known issues or changes to funding out with those outlined in the reports put forward to the Committee.
3.4 3.4.1	<u>**Capacity to Deliver**</u> Awaiting further outcome from representative trade bodies for Terms and Conditions of uniform staff.

3.4.2	The need for full stakeholder engagement in projects will be detrimental to the capacity to deliver for projects.
3.5	**Other**
3.5.1	The Safe and Well project has put forward a Change Request and revised Dossier. The request outlines the provision of additional funding to the projects ICT budget to sustain project quality. The project dossier has been updated to include reference to the business case and the additional funding sought.
3.5.2	The Out of Hospital Cardiac Arrest project is to move into its closure phase, with paperwork to follow in due course.
3.5.3	**Retained and Volunteer Duty System Ph2 – Change Request & Dossier** The change request is a proposal to move project ownership from the SDMP to the Operations function. The proposal has been approved by SMB and will remain within the Portfolio Office governance and reporting.

4	**Recommendation**
4.1	The TMPC are asked to note the projects for governance under the programme.

5	**Appendices/Further Reading**
	Item 8.1 Service Transformation Dashboard
	Item 8.3 Retailed and Volunteer Duty System Ph2, Change Request and Dossier
	Item 8.4 Safe & Well, Change Request and Dossier

Prepared by:	Programme Officers
Sponsored by:	Paul Stewart, Director of Service Delivery
Presented by:	Gillian Buchanan, Deputy Programme Manager

Links to Strategy
We are fully accountable and maximise our public value by delivering a high quality, sustainable re and rescue service for Scotland.

Governance Route for Report	**Meeting Date**	**Comment**
Transformation and Major Projects Committee	*4 February 2021*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE

**PORTFOLIO OFFICE
PROGRAMMES OF WORK
MONTHLY UPDATE REPORT**

SERVICE TRANSFORMATION

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
					Project Governance			Project Health			
ST0001: Terms & Conditions	Liz Barnes, Director of POD	Ramona Coxall, HROD Manager	-	Mar-22 TBC	✔	✔	✔	-	-	-	-

Project Update:	Ballot was rejected - decision to be made re project closure.
Pathway to Green/Next Steps:	

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
ST0008: Mass Casualty Events*	ACO John Dickie	TBD	-	-	-	-	-	-	-	-	-

Project Update:	
Pathway to Green/Next Steps:	

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
ST0009: OHCA/EMR	Head of Service Development, DACO John MacDonald	AC Richie Hall	Feb-18	Jan-21	✔	✔	✔				

Project Update:	The SFRS Out of Hospital Cardiac Arrest will now move into a closing phase. All project work will be harvested for any future SFRS plans for an OHCA response capability. A project closure timetable has been created and preparatory work on the closing report has begun. The closing report will contain a review of the outputs, outcomes and benefits generated by phase II of the OHCA project.
Pathway to Green/Next Steps:	N/A

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
ST0011: Safe & Well	DACO Ali Perry	GC Kevin McCusker	Apr-18	Sep-21	✔	✔	✔				

Project Update:	Funding has been secured and the project dossier has been updated to reflect the additional funds to ensure quality is maintained; approval is to be sought from the SMB for the revised dossier.
Pathway to Green/Next Steps:	Quality has returned from Amber to Green.

*Development of a coherent concept of operations for terrorist related incidents

SERVICE DELIVERY MODEL PROGRAMME (SDMP)

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
					Project Governance			Project Health			
ST0017: Community Risk Index Model	Head of Service Development, DACO John MacDonald	AC Andy Girrity	May-19	Mar-23	✖	✔	✔				

Project Update:	CRIM base model continues to be developed. Further stakeholder engagement has taken place regarding CRIM approach involving WT & RVDS station-based staff during November and early December 2020. External validation is ongoing with the focus on testing CRIM key components and methodology. An update paper was presented to SLT in December 2020 outlining progress, which included presentation of draft risk indicators and weightings for approval. Draft test layer for CRIM base model run on 17 & 18 December 2020. Early indications using the test area (East SDA) show positive results for the core risk metric and associated statistical inferences using regression testing External validation continues with the focus on testing risk metric against all Scotland data Technical paper now in 5th draft but requires further editing for improved coherence & clarity POPGROUP software delivery due January 2021.
Pathway to Green/Next Steps:	Conclude external validation regarding CRIM variables and weightings – scheduled for March 2021. SLT approval of draft CRIM variables and weightings presented in December 2020 update report. R code and base risk layer to be extended for Scotland mainland and islands Conclude external validation regarding baseline risk metric for CRIM SLT approval of draft risk layer as core output of CRIM in March 2021

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
ST0013: Demand Based Duty Systems	Head of Service Development, DACO John MacDonald	GC Mark Loynd	Jun-18	Mar-23	✔	✔	✔				

Project Update:	• All scheduled "Criteria for Selecting Service Delivery Resourcing Options" workshop events have been completed.
	• A report, "Scoping of Potential Scale of Change" has been presented to SLT which delivers the Demand Based Duty Systems project milestone:
	  - Provide a list of geographical locations where there is a requirement for SFRS to develop a suite of "demand based duty system options".
	• A procurement process is nearing completion to secure the services of an external consultancy to undertake operational response modelling. This will include the modelling of the metrics associated with different duty systems.
	• Additional short-term resources are currently being utilised to define 'demand' as follows:
	  - The results of a watch based survey into Community Safety and Operational Assurance demands is being collated.
	  - Training time requirements for maintenance of skills and specialist skills training is being identified via subject matter experts.

Pathway to Green/Next Steps:	• The use of additional short-term resources is expected to conclude by mid-January 2021. • In late January 2021 the successful operational modelling consultant will begin assessing alternative demand based duty system options based on the locations identified within the "Scoping of Potential Scale of Change" report.

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
ST0015: Station/Appliance Review	Head of Service Development, DACO John MacDonald	GC Mark Loynd	May-19	Mar-23	✖	✔	✔				

Project Update:	• All scheduled "Criteria for Selecting Service Delivery Resourcing Options" workshop events have been completed. • A report, "Scoping of Potential Scale of Change" has been presented to SLT which delivers the Station and Appliance Review project milestone: - Provide a list of geographical locations where there is a requirement for SFRS to develop a suite of potential "risk-based options for change". • A procurement process is nearing completion to secure the services of an external consultancy to undertake operational response modelling. This will include the modelling of the station and appliance distribution possibilities identified within the "Scoping of Potential Change" report. • Actions from the SLT guidance and decision relating to the "Response Standards" paper are being progressed. • Additional short-term resources are currently being used to identify "background" and "peak levels" of pumping appliance operational activity are being identified and analysed.
Pathway to Green/Next Steps:	• The use of additional short-term resources is expected to conclude by mid-January 2021. • In late January 2021, engagement with the successful operational modelling consultant will commence to facilitate assessment and modelling of the scope of alternative station and appliance distribution locations as identified within the "Scoping of Potential Scale of Change" report. The modelling is also likely to consider and apply optimisation methodology.

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
ST0016: RVDS Strategy	Head of Operations, DACO David Farries	GC Iain Brocklebank	Sep-18	Mar-23	✖	✔	✔				

Project Update:	• The Retention options within the phase one report continue to be developed further to achieve a greater understanding of potential alternative duty systems and projected costs. Collection of data around availability and retention is proving to be a challenge when requesting such information from targeted UK Fire and Rescue Services, SLT have offered to provide assistance with this. • The RVDS Support Team proposal was approved and an advert for Notes of Interest was published on 7th Dec for 1 x Group Commander (Project Manager), 1x Station Commander, 2x Watch Commanders and 1x Support Staff. It is anticipated that this dedicated team along with the wider support network being established through the National RVDS Leadership Forum will address the Skills and Resource concerns raised in previous updates. • A Job Specification has been completed and evaluated for the Support Staff position within the RVDS Support Team • The Terms of Reference for the National Retained and Volunteer Leadership Forum (NRVLF) has been edited to recognise their governance over the RVDS Support Team. • The Relocation of Support Staff to Support RDS Appliance Availability GIN has now been published on the ihub. This followed consultation with rep bodies around its content and necessary changes to the 'Code of Conduct' to reflect the wording contained within the GIN. • Development continues on the 'Support Staff for RVDS Administration', and the 'Re-employment of former SFRS Operational Employees' Considerations. • Virtual RVDS workshop sessions for station based staff including RVDS have concluded. • A Change Request and Dossier update was approved by SMB for moving the RVDS Strategy project from SDMP to the Operations Function.
Pathway to Green/Next Steps:	• Realignment of project from SDMP to Operations Function • RVDS Support team will be appointed during next period • Both National RVDS Leadership Forum and Operations Function structures will be adjusted to accommodate the inclusion of the RVDS Strategy project.

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT CHANGE REQUEST

Programme Number: ST0016

Agenda Item: 8.3

Project Name:	**RETAINED AND VOLUNTEER DUTY SYSTEMS STRATEGY**
Change Category:	**REQUIREMENT**
Change Number:	**002**
Request Date:	**10 DECEMBER 2020**
Project Manager:	**GC IAIN BROCKLEBANK**
Executive Lead:	**JOHN MACDONALD, HEAD OF FUNCTION**

1	Justification
1.1	The Retained and Volunteer Duty System (RVDS) Strategy currently forms part of the Service Delivery Model Programme (SDMP). The change request is required due to the proposal to move project ownership from the SDMP to the Response and Resilience (R&R) function.

2	Description of Change
2.1	Project ownership will move to the R&R function with the Head of Function assuming the role of Executive Lead. All other elements of the RVDS Strategy, including aims, objectives and milestones will remain the same.

3	Reason for Change
3.1	The introduction of the National Retained and Volunteer Leadership Forum (NRVLF) has identified a close synergy with R&R and many of the considerations included for development in the RVDS Strategy. Careful consideration, whilst recognising other existing RVDS improvement workstreams, has highlighted an opportunity to realign Strategy ownership. It is anticipated that this would better support successful delivery of project objectives in terms of prioritising, resourcing and oversight.

4	Impact Assessment
4.1	**Impact on Scope**
4.1.1	No impact on the scope. The project will continue to focus on the development and delivery of RVDS Strategy Phase One considerations.
4.2	**Impact on Risk**
4.2.1	Project risk relating to resources, which is currently rated very high, may be reduced if the change is approved
4.3	**Impact on Time**
4.3.1	None anticipated
4.4	**Impact on Resources**
4.4.1	Change in ownership has the potential to provide additional support through R&R function and NRVLF.

4.5	Impact on Interdependencies
4.5.1	None anticipated

5	Options Appraisal
5.1	Long and Short Lists of Options
5.1.1	Not applicable

5.2	Detailed Options Appraisal
5.2.1	Not applicable

5.3	Preferred Option
5.3.1	Not applicable

6	Appendices/Further Reading
6.1	Revised RVDS Strategy project dossier

Prepared by:	Area Commander Andy Girrity
Sponsored by:	John Macdonald, Head of Function
Presented by:	John MacDonald, Head of Function

Links to Strategy

SFRS Strategic Plan 2019-22

Outcome 1 – Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

Outcome 2 – Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Outcome 4 – We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Change Request History	Meeting Date	Comment
001, extension of project timelines	16th August 2020	**Approved**

Governance Route for Report	Meeting Date	Comment
Service Delivery Model Programme Board	10 December 2020	Approved
Senior Management Board	16 December 2020	Approved
Transformation and Major Projects Committee	4 February 2021	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT DOSSIER

Programme Number: ST0016

Agenda Item: 8.3

Project Name:	**RETAINED AND VOLUNTEER DUTY SYSTEMS STRATEGY – PHASE 2**
Project Start Date:	**September 2018 (Phase Two January 2020)**
Project Finish Date:	**March 2023 (Phase Two, September 2021)**
Project Manager:	**GC IAN BROCKLEBANK**
Executive Lead:	**DAVID FARRIES, HEAD OF RESPONSE & RESILIENCE**
Version:	**3.0**
Reason for Revision:	**CHANGE OF PROJECT OWNERSHIP**

1	**Business Need**
1.1	The Scottish Fire and Rescue Service (SFRS) is embarking upon a Transformation Programme that would see a broadening of the Service's role and more flexible way of deploying assets. A key part of this is a specific strategy that is seeking to strengthen the Retained and Volunteer Duty Systems (RVDS) across the SFRS.
1.2	The sustainability challenges of the RVDS models, not just within Scotland but across the United Kingdom (UK), have been well recognised. Due to this, the SFRS has undertaken specific research into the RVDS, which resulted in recognised improvements being made. These include the provision of enhanced training facilities in some RVDS areas, and improvements to recruitment processes.
1.3	As part of the Transformation Programme, there are specific projects that have further strengthened the RVDS, including the deployment of Rapid Response Units (RRU), Rural Full Time Posts (RFTP) and the Youth Volunteer Scheme development. In addition, and in support of these initiatives, it is proposed that an overarching RVDS Strategy will be undertaken.
1.4	The purpose of this RVDS Strategy is to maximise the use and associated benefits of on-call firefighters, ensuring the provision of an appropriate balance of prevention and protection and emergency response services to communities across Scotland.

2	**Specific Project Objectives**
2.1	The strategy is being undertaken in three distinct phases, as outlined within the *Milestones* section below, which will track the overall Transformation Programme. This dossier is intended to detail how Phase Two of the RVDS strategy will be undertaken.
2.2	Six key objective areas were researched during Phase One: • Improved Recruitment and Selection • Enhanced Retention • Appropriate Response Models • Framework for Station Duties

	• Improved Attraction • Enhanced Engagement
2.3	The research within Phase One is now complete, therefore this Dossier will detail the delivery of Phase Two.
2.4	Phase Two will identify and create a programme of improvement strategies; these will be directed by SLT following the approved options and considerations contained within the Phase One report.
2.5	The programme of improvements and development within Phase Two will focus on three distinct areas: • Recruitment • Responding • Retention
2.6	The research of the six key objective areas within Phase One of the project will be absorbed within one of three distinct areas of improvement and development within phase two.
2.7	**Phase Two Objectives** Recruitment - Support the improvements made by the National Retained and Volunteer Leadership Forum (NRVLF) and RVDS Tactical Group whilst supporting POD to deliver Attraction and Recruitment considerations as agreed by SLT. Responding - Design and Develop working groups to plan and develop the Response and Framework for Station Duties considerations agreed by SLT. Retention - Design and Develop working groups to embrace and develop the Retention options and Engagement considerations as agreed by SLT.
3	**Scope**
3.1	Phase One – Research and Initial Options Appraisal – **Complete**
3.2	Phase Two – Identify and create a programme of improvement strategies guided by the options and considerations adopted from the Phase One report, the following is within the scope of this Dossier: • Support the Comms and Engagement and POD to deliver Attraction and Recruitment improvement strategies. • Develop tools to measure and evaluate the ongoing effectiveness of Attraction and Recruitment processes. • Design and develop working groups to plan and develop the Response considerations and Framework for Station Duties agreed by SLT. This will also be linked to the considerations and workstreams of the Community Risk Index Model (CRIM) and Demand Based Duty System Workstreams. • Design and implement working groups to embrace and develop the Retention option and Engagement considerations. • Develop and implement communication and engagement tools for the project to ensure stakeholder needs are considered and reflected.

4	Assumptions
4.1	RVDS Standardised T&Cs negotiations will conclude. SLT will agree which options and considerations are to be developed. That extra resources will be made available to deliver options and considerations within project timelines.
5	**Exclusions**
5.1	The following areas are being considered as separate projects in their own right and are therefore excluded from this project. Elements of these projects will, however, inform the future RVDS Strategy; where appropriate this is highlighted within the *Dependencies* section below: • Standardisation of Retained Duty System (RDS) Terms and Conditions; • Youth Volunteer Scheme; • Safe and Well Project;
6	**Requirements**
6.1	Phase Two of the project would benefit from the formation of an On-Call Support Team (OCST) and/or additional resources to progress the considerations of the Phase One report as agreed by SLT.
6.2	That a joint service wide approach is adopted supporting ongoing engagement with managers and employees across the Service. This will ensure that their needs and views are considered and reflected. Further stand-alone projects may be necessary depending on which considerations/options are agreed by SLT.
6.3	Phase Two will require the following support: • Oversight and scrutiny by the NRVLF; • Daily management by a Project Manager; • Continued support from POD • Portfolio Office support; • Communication and Engagement support; • ICT support; • SFRS Directorates support;
7	**Outputs**
7.1	**Recruitment** Support the recruitment improvements made by the NRVLF and RVDS Tactical Group. Provide support to POD and Comms and Engagement to deliver Attraction and Recruitment considerations reflective of the Service needs, reflecting best practice and at the same time enhancing the candidate experience.
7.2	**Responding** Design and develop appropriate mechanisms that will create a programme of improvement strategies for increasing the availability of RVDS resources against risk probability and impact. This should support and complement existing RVDS Responding improvement workstreams.
7.3	**Retention** Create appropriate mechanisms that will further develop the agreed retention options to help strike the work-life balance whilst maintaining Service needs. This should support and complement existing RVDS Retention workstreams.

8	Milestones	
	Phases Two and Three milestones are indicative and will be developed further following endorsement from SLT.	
8.1	**Milestone**	**Anticipated Delivery Date**
	Phase One – Research	**Complete, Dec 2019**
	Phase Two - Identify and create a programme of improvement strategies	
	Stakeholder engagement workshops with SLT, Heads of Function and Service Delivery/Operations Control	October 2020
	Design and Develop a RVDS Strategy working group to plan and develop the Phase One Considerations	October 2020
	Develop and implement (where possible) the Phase One Considerations under the focus areas of Retention and Responding	October 2020 – September 2021
	Support the recruitment improvements made by the NRVLF and RVDS Tactical Group. Provide support to HROD and Comms and Engagement to deliver Attraction and Recruitment Considerations	October 2020 - September 2021
	Stakeholder engagement with RVDS	September 2020 – September 2021
	*A full Project planner has been completed for the Phase One Considerations. Tasks involved in the development of each area of Focus span simultaneously over the range of dates identified above.	
	Phase Three - Test, implement, and evaluate improvement strategies identified in phase two	
	Phase Three	March 2023
9	Dependencies	
9.1	This project will be dependent upon the following key areas of work within the SFRS: • Potential creation of new Terms and Conditions to support Transformation; • Standardisation of RDS Terms and Conditions; • Demand Based Duty System Project • Station and Appliance Review Project • Recruitment and selection Project • Safe and Well Project; • Operational Training Review; • Command and Control Futures Project; • People, Training, Finance and Asset Systems Programme; • ICT • Communications & Engagement	

10	Stakeholders
10.1	The key project stakeholders are: • RVDS personnel; • Representative bodies; • Service Delivery Directorate; • People and Organisational Development Directorate; • Strategic Planning, Performance and Communications Directorate; • Training, Safety and Assurance Directorate • Finance and Contractual Services Directorate • Service Development Directorate • Local Authorities; • Communities; • Partner agencies • Community Councils
11	**Consultation and Engagement**
11.1	A Communications and Engagement strategy will be created and managed for the project. Consultation and Engagement will take place with RVDS personnel, Service Delivery Area Management Teams and Directorate colleagues utilising: • Future RVDS Forums; • SDA Management Teams; • iHub RVDS page; • Bespoke surveys
12	**Communications**
12.1	A communications strategy is currently being developed in consultation with the SFRS communications business partner. Communications, aimed at key stakeholders, will support the wider SDMP aims and objectives whilst aligning to the wider SFRS change messaging. Internal engagement has commenced at Directorate/Service Delivery Management level. Wider engagement with RVDS personnel will commence after the establishment of the NRVLF.
13	**Legal**
13.1	The project manager will continue to liaise with SFRS legal to ensure that all legal obligations are met in terms of the aims, objectives and outcomes. SFRS legal are represented on the NRVLF which provides oversight for the RVDS strategy.
14	**Business Case**
14.1	**Submission date:** 25.9.19 **Approved date:** N/A **Approved by:** N/A **Comments:** The On Call Support Team (OCST) Business Case was not approved this year. The ongoing requirements for this resource will be considered as part of Phase Three planning.

15	Risks			
15.1	**Risk**	**Probability**	**Impact of event**	**Mitigation to date**
	A project risk register has been produced and is reviewed regularly by the project manager. It is anticipated the register will be reviewed formally by the NRVLF and as part of the "business as usual process" within the Response & Resilience function.			

16	Acceptance Criteria
16.1	The following criteria will be used to assess the successful delivery of Phase Two: • Development of an engagement framework for RVDS staff. The framework would identify any ongoing pattern of queries relating to Recruitment, Responding and Retention. • Engagement with RVDS staff to explore the desire for rebranding from RVDS to On-Call. • Evaluation of RVDS applications following any future rebranding to On-Call Firefighters. This would follow media campaigns specifically targeting On-Call recruitment (although this is potentially a Phase Three performance indicator it may be facilitated within Phase Two). • Development of resource availability options following the considerations agreed by SLT within the "Response Model" section of the Phase One report. This will also be linked to the considerations and workstreams of the CRIM and Demand Based Duty System Workstreams. • Development of the Retention options from the Phase One report to reduce staff turnover.

17	Benefits
17.1	The benefits described below will be realised during Phase Two and Three and are indicative at this time only: Cashable • Improved financial control over RVDS models. • Improved RVDS Retention, a reduction on the current 8% Non-Cashable The project will seek to achieve the following benefits: • Reduced risk for communities predominantly covered by RVDS personnel; • Improved local outcomes for communities; • Enhanced safety and operational preparedness for RVDS personnel; • Improved resource availability, above the current daytime availability of 70%; • Enhance engagement with RVDS personnel on key issues; • Improved resilience within the RVDS models; • Improved work/life balance for RVDS personnel;

18	Disbenefits
18.1	Disbenefits for Phase Two and Three are indicative only and listed below: • Salaries of project team; • Additional costs of OCST if approved • Potential increase in costs of RVDS models • Training and Employee Development costs

19	Performance Measures
19.1	Project progress will be measured in the first instance against delivery milestones. Formal governance and scrutiny arrangements are also in place including oversight and guidance from the NRVLF, Senior Management Board and Transformation and Major Projects Committee.
20	**Project Tolerances**
20.1	The main tolerance identified is timescales.
20.2	It is anticipated that timescales for the completion of planned actions will fluctuate due to the various interdependencies throughout the strategy. However, the overall completion of the RVDS Strategy remains as March 2023.
21	**Project Management Team Structure**
21.1	Executive Lead Project Manager Programme Officer
22	**Project Role Descriptions**
22.1	• The Executive Lead is responsible for the successful delivery of the project and will provide the strategic link to SFRS Board, Strategic Leadership Team and Transformation and Major Projects Committee; • The Project Manager is responsible for the day to day management of the project ensuring project milestones are met. The Project Manager will report directly to the Executive Lead and will act as their deputy when/if required; • The Portfolio Officer will ensure the group meet the requirements of the Portfolio Office regarding governance and reporting;
23	**Project Team Meeting Schedule**
23.1	Include how often does the NRVLF meet and any other future project team meetings
24	**Equality Impact Assessment**
24.1	The Project Lead is liaising with the Equality and Diversity (E&D) function to produce an EIA. The EIA will be reviewed as a live document on a regular basis. The E&D manager is a member of the NRVLF.
25	**Privacy Impact Assessment**
25.1	The Project Manager is liaising with the Information & Governance function to produce a PIA. Once produced this will be reviewed on a regular basis.
26	**Appendices/Further Reading**
26.1	RVDS Strategy Change Request (002) December 2020

Prepared by:	GC Iain Brocklebank
Sponsored by:	David Farries, Head of Response & Resilience
Presented by:	David Farries, Head of Response & Resilience

Links to Strategy
Scottish Fire and Rescue Service Strategic Plan 2019-22 *Strategic Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.* • *Objective 2.1 -* We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time. • *Objective 2.2 -* We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology. • *Objective 2.3 -* We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies

Governance Route for Report	Meeting Date	Comment
Service Delivery Model Programme Board	10 December 2020	Approved
Senior Management Board	16 December 2020	Approved
Transformation and Major Projects Committee	4 February 2021	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT CHANGE REQUEST

Programme Number: **ST0011**

Agenda Item: **8.4**

Project Name:	**SAFE & WELL**
Change Category:	**COST**
Change Number:	**3**
Request Date:	**JANUARY 2021**
Project Manager:	**GC KEVIN MCCUSKER**
Executive Lead:	**DACO ALI PERRY**

1	**Justification**
1.1	Changes to the Project Dossier are requested as a result of the allocation of additional funding to the Safe & Well project's ICT budget. This was required to ensure user requirements were met and to ensure the overall quality of the S&W ICT system was sustained.
1.2	The project dossier has been revised to include a section pertaining to the project business case, this was not included in the original project dossier at the time of project initiation.

2	**Description of Change**
2.1	Increase the S&W ICT capital budget with £50,000 of reallocated ICT capital funds.
2.2	Section 12.0 Business Case has been added to the dossier, the section populated and the numbering of the document updated accordingly.

3	**Reason for Change**
3.1	- To fund external developers during the final build stage to complete all outstanding and additional ICT system requirements. - Ensure end user functionality - Deliver a quality product - Highlight increase in overall project costs - Reference Business case within Project Dossier

4	**Impact Assessment**
4.1	**Impact on Scope**
4.1.1	There is no change to the scope of the project, however the overall costs to implement the S&W project will have increased.
4.2	**Impact on Risk**
4.2.1	The ICT build is managed closely by an ICT Program Manager.
4.2.2	A project risk register is maintained and continually reviewed by the Project Manager
4.3	**Impact on Time**
4.3.1	The project timescales are challenging and this funding is key to reduce the risk of delay to the planned implementation date.

4.4	**Impact on Resources**
4.4.1	People resources and pressures on key supporting functions are challenging in the current climate and the use of external developers can minimise the impact on internal ICT resources.

4.5	**Impact on Interdependencies**
4.5.1	None identified.

5	**Options Appraisal**
5.1	**Long and Short Lists of Options**
5.1.1	Options the project team and board considered are; • Utilise capital funds identified within existing ICT budgets to facilitate external developers. • Build the remaining user requirements with in-house ICT staff.
5.2	**Detailed Options Appraisal**
5.2.1	The project team and board agreed that continuing with external developers would minimise the impact of the overall project timeline, however utilising internal developers could affect other SFRS scheduled ICT work, impact on key milestones and potentially the overall project timeline due to competing priorities.
5.3	**Preferred Option**
5.3.1	The Senior Management Board are asked to note the reallocation of identified ICT capital funds to the S&W project to facilitate the completion of the S&W ICT system.

6	**Appendices/Further Reading**
6.1	Amended Project Dossier

Prepared by:	GC Kevin McCusker
Sponsored by:	DACO Ali Perry
Presented by:	DACO Ali Perry

Links to Strategy

This project links to the SFRS Strategic Plan 2019-22 outcomes one and four including related objectives:

Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing. 1

1.3 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Outcome 4 - We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.

4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

Change Request History	Meeting Date	Comment
Change to scope and schedule	*28 October 2019*	*Approved*
Change to schedule	*19 August 2020*	*Approved*
Change to cost	*20 January 2021*	*For Approval*
Governance Route for Report	**Meeting Date**	**Comment**
Project Board	*25 November 2020*	*Approved*
Senior Management Board	*20 January 2021*	*Approved*
Transformation and Major Projects Committee	*04 February 2021*	*For Scrutiny*

Completed Project Briefs should be submitted to the Portfolio Office at SFRS.ProgrammeOffice@firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT DOSSIER

Programme Number: ST0011
Agenda Item: 8.4

Project Name:	**SAFE AND WELL (S&W)**
Project Start Date:	**1 APRIL 2018**
Project Finish Date:	**30 SEPTEMBER 2021**
Project Manager:	**GROUP COMMANDER KEVIN MCCUSKER**
Executive Lead:	**HEAD OF PREVENTION & PROTECTION ALASDAIR PERRY**
Author:	**GROUP COMMANDER KEVIN MCCUSKER**
Version:	**4.0**
Reason for Revision:	**AMENDMENT TO PROJECT DOSSIER TO INCLUDE REFERENCE TO BUSINESS CASE**

1.0	Business Need

1.1 The Fire and Rescue Framework for Scotland 2016 which came into effect from 1st September 2016 sets out the Scottish Governments expectations of the Scottish Fire and Rescue Service (SFRS). The Framework highlights the purpose of the SFRS and the role the service plays in the delivery of national outcomes. It also emphasised the on-going drive to reform public services, built on the four pillars of the Christie Commission and specified that transformation of the SFRS was to be one of ten Strategic Priorities set by Scottish Ministers. It states that the SFRS should continue to ensure that the benefits of Fire Reform are fully realised, evidenced and tracked, and it should explore through service redesign new and innovative ways in which it can improve the safety and well-being of communities throughout Scotland by building on the traditional roles carried out by the Service.

1.2 A key outcome within the SFRS strategic plan 2019-2022 states that "collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth". This is underpinned by the Services strategic objective to continue to work with its partners to ensure targeted prevention and early intervention are at the heart of what they do to enhance community safety and wellbeing. In accordance with this objective the Service will continue to review and evolve prevention activities to ensure both strategic objectives and outcomes are realised and continue to contribute to creating better outcomes for the people of Scotland.

1.3 One aspect of the SFRS vision is the proposed extension of a firefighter's prevention role to support improving health and quality of life outcomes for those most at risk in their communities. The prevention work undertaken by the SFRS has already contributed to a significant reduction in fires and fire deaths. However, the risks facing Scotland have changed and the SFRS must change to meet them. Whilst fires are reducing the communities of Scotland are facing new and emerging risks. The population is ageing with a significant rise in the number of over 65's predicted over the next 20 years. These trends

	will increase the number of people who are at risk of fire and other forms or preventable harm, such as trips and falls, within the home environment.
1.4	SFRS currently has access to around 72,000 homes per year through the Home Fire Safety Visit (HFSV) programme. These visits tend to focus on the associated fire risks and whilst there is evidence of wider partnership working across Scotland within certain areas looking at other areas of risk during visits, there is no consistent approach to this. Our brand and the esteem in which the service is held gives us access to people's homes that others cannot achieve. People seem more likely to engage in difficult conversations with our staff than others, perhaps this is due to the public perception of the service being broadly neutral. This provides significant opportunities for the service to support our partners in improving health and quality of life outcomes for those most at risk in their communities.
1.5	The access that SFRS has, to the homes of the most vulnerable, is a vehicle to compliment these improvements with firefighters facilitating direct contact with vulnerable people and delivering advice and interventions on behalf of our partners, and identifying people who might benefit from a referral into specialist services. By extending the SFRS expertise in prevention, they can make a direct and meaningful contribution to improving wellbeing and reducing demand, including the financial burden across the public sector.
2.0	**Specific Project Objectives**
2.1	Initially this dossier focusses on stage one of the project which is the research and design phase of what S&W will be. The dossier also looks forward to stages two and three (Development/implementation of relevant systems & processes and phased implementation) of the project. The dossier will be updated, following the appropriate governance arrangements, throughout the life of the project as and when more specific details of what S&W will be identified and agreed.
2.2	The creation of a S&W Visit, which builds upon the Home Fire Safety Visit (HFSV) model, will incorporate wider health and social care considerations to support those most at risk across Scotland's communities.
2.3	By expanding the scope of our home visits to look at other risks, alongside fire risk, SFRS will increase public value and support partners to deliver national and local outcomes.
2.4	The S&W programme will continue to reduce fire incidents, injuries and deaths amongst those communities who are most at risk. This will not dilute our core duty to provide fire safety education.
2.5	SFRS has a strong brand and trusted reputation which helps to access and engage hard to reach communities. This will be utilised to help provide information and support to those most in need.
2.6	SFRS currently has access to around 72,000 homes per year through the HFSV programme. This provides significant opportunities to deliver advice and interventions on behalf of our partners, and identify people who might benefit from a referral into specialist services.

2.7	By delivering early interventions, and working with our partners, SFRS will enable people to maintain independence, improve personal resilience and their quality of life.
3.0	**Scope**
3.1	The following is within the scope for this project: a) Undertake a scoping exercise to determine current SFRS partnership activity and identify good practice from other United Kingdom Fire and Rescue Services. b) Liaise as appropriate with SFRS Legal Services. c) Liaise as appropriate with SFRS Risk Management regarding insurance issues. d) Identify and agree S&W Visit content, timescales and capacity requirements. e) Identify Information and Communication Technology (ICT) requirements and associated capacity and financial considerations. f) Engage with partners and communities to agree the scope of S&W. g) Liaise with partners regarding referral pathways and prioritisation including options on how visits would be arranged (use of call centre etc.). h) Liaise with Data Performance Services to identify risk factors that could be used to prioritise S&W visits (analysis of IRS/FI data etc.). i) Liaise with partners to agree any required reciprocal training. j) Discuss and agree targets and outcomes with partners. k) Consider partner secondments both in and out to support S&W delivery. l) Liaise with executive lead/ project manager/Response and Resilience Directorate/Service Delivery areas regarding the introduction of Rural Full Time Posts/ Rapid Response Units and subsequent use of staff in rural areas. m) Liaise with executive lead/ project manager regarding new duty system for wholetime duty system personnel. n) Consider and put forward business case for the creation of local S&W teams. o) Agree data sharing methodology and develop relevant Service Level Agreements (SLA's)/Information Sharing Protocols (ISP's)/Memorandum of Understandings (MOU's) for sharing data with partners. p) Ensure the security of data/information, both storage/ sharing and ensure compliance with General Data Protection Regulations. q) Identify and progress any Disclosure/ Protection of Vulnerable Groups Scheme requirements for S&W with Programme Office/ Legal Services and HR. r) Fully cost S&W programme and delivery for inclusion in budget. s) Design, develop (procure if appropriate) and implement a S&W ICT management system. t) Consider any resource/equipment requirements including potential use of tablets/ mobile data systems/ terminals and factor in procurement process where appropriate. Explore the potential to utilise systems used for gathering Operational Intelligence. u) Align new equipment with Health and Safety requirements. v) Design and develop a S&W policy/ framework and all supporting documents including guidance/ procedures/ forms/ risk assessments. w) Undertake appropriate risk assessments to support policy and procedures. x) Engage with HR regarding contractual agreements for additional FF roles. y) Identify all training requirements and liaise with Training to agree, develop and deliver an appropriate training programme. z) Deliver a phased roll out of S&W across SFRS. aa) Consider and deliver communications and engagement with both SFRS staff and members of the public. bb) Identify, advise and escalate risk and issues, as appropriate.

	cc) Review and address where appropriate equality implications of the project. dd) Establish appropriate performance information and evaluation criteria to be utilised in support of the SFRS performance management framework and measure success of S&W initiative. ee) Agreeing, establishing and supporting task and finish/ sub groups as part of the project. ff) Ensuring the development of all project reports in accordance with the project timescales and relevant governance arrangements.
4.0	**Exclusions**
4.1	There are a number of areas of work that will impact upon the delivery and implementation of S&W which do not form part of this project: a) Provision of specialist equipment as part of the visit. b) Responding to health incidents i.e. responding to falls. c) Lone working policy. d) Volunteer policy.
5.0	**Requirements**
5.1	To successfully implement S&W, there are a number of requirements identified as being necessary for this project: a) Executive Lead and Project Manager identified to deliver project. b) Oversight and support from the Portfolio Office. c) Cross Directorate support and involvement in the research, scoping, design and implementation of S&W. d) External partner support and involvement in the research, scoping, design and implementation of S&W. e) Support from ICT regarding the design and development of a suitable S&W ICT management system. f) Although the actual amounts are still to be confirmed following the research/scoping phase, there will be financial/resource implications of the project for areas such as; ICT development, training, secondments, data expertise, call centre etc. As soon as practicable the necessary business cases will be developed and submitted. g) Support from Training, Safety and Assurance and Service Delivery Areas to develop and deliver the required training programme for S&W. h) Support from the Strategic Planning, Performance and Communications Directorate in the development and mainstreaming of suitable performance measures and evaluation criteria for S&W. i) Support from Corporate Communications in the development and implementation of a suitable communication and engagement strategy for S&W. Appendix 1 illustrates the project management arrangements that will be used to coordinate these requirements in the delivery of the S&W project.
6.0	**Outputs**
6.1	The projected outputs of the S&W project are detailed below: a) Agreement and establishment of scope and content of S&W. b) Agreement and establishment of referral pathways and prioritisation. c) Agreement of data sharing methodology and development of SLA's/ MOU's and ISP's with key partners.

	d) Design and implementation of S&W ICT management system and all relevant hardware/ software. e) Development and implementation of S&W framework/policy, procedures and guidance documentation. f) Design and delivery of all training requirements for S&W. g) Implementation of a phased roll out of S&W across the SFRS. h) Communication and engagement activity to support the delivery of S&W. i) Development and mainstreaming of suitable performance measures and evaluation criteria for S&W.	
7.0	**Milestones**	
	Milestone	**Anticipated Delivery Date**
7.1	**Stage One – Research & Design of S&W**	
	Undertake significant research and scoping work to develop and agree the scope and content S&W to be delivered by SFRS. This includes: a. Determining current SFRS partnership activity and research on S&W conducted by other UK Fire and Rescue Services b. Identifying and considering options for Safe and Well Visit including content, timescales and capacity requirements c. Identifying ICT requirements and associated capacity and financial considerations d. Engaging with partners and communities to agree the scope of S&W e. Liaising with partners regarding referral pathways and prioritisation f. Liaising with Data Performance Services to identify risk factors that could be used to prioritise S&W visits (analysis of IRS/ FI data etc.)	April 2019
	Discuss and agree targets and outcomes with partners	April 2019
	Fully cost S&W programme and delivery for inclusion in budget	April 2019
	Liaise with executive lead/ project manager/ Response and Resilience directorate/Service Delivery areas regarding the introduction of Rural Full Time Posts/ Rapid Response Units and subsequent use of staff in rural areas	April 2019
	Consider and put forward business case for the creation of local S&W teams	October 2019
	Liaise with executive lead/ project manager regarding new duty system for wholetime duty system personnel	December 2019
7.2	**Stage Two – Development/ Implementation of Systems/ Processes Anticipated Delivery Date**	
	Liaise with partners to agree any required reciprocal training	December 2019
	Training Strategy - development and delivery including all training requirements.	December 2019
	Basic ICT system build	March 2020
	Fire Tablet availability	March 2020

	1st phase ICT system build	July 2020
	Communication Strategy and Internal and External Engagement Plan	August 2020
	Establish Data Sharing agreement as part of the partnership pack	August 2020
	Training Implementation Plan - develop and schedule training programme	September 2020
	ICT/P&P system user testing for all requirements built up to July 2020	September 2020
	Design and develop branding for S&W	October 2020
	Consider partner secondments both in and out to support S&W development and delivery	October 2020
	Provide options to replace current external contact centre	December 2020
	Establish National and Local partnerships to support the S&W Visit topics and referral pathways	December 2020
	Review and establish Stage Three milestones	January 2021
	Finalised ICT system build	February 2021
	S&W staff training package complete	February 2021
	S&W Policy and all supporting documents, Procedure, Guidance, Forms, Risk Assessments	February 2021
	Full ICT system User Acceptance Testing (UAT)	March 2021
	Deployment of S&W progressive App on to CAT Laptop	March 2021
	Suitable performance measures and evaluation criteria for S&W established.	April 2021
	S&W visit pilot (CAT and Operational personnel)	April 2021
	Deployment of S&W App on to Fire Tablet	June 2021
	SFRS users trained on S&W ICT system	August 2021
	S&W ICT system transitioned to ICT business as usual	September 2021
7.3	**Stage Three – Phased roll out of S&W**	
	Deliver a phased roll out of S&W across SFRS	September 2021
8.0	**Dependencies**	
8.1	The implementation of S&W into the SFRS will see a wide range of cross Directorate/Area dependencies. These will include P&P, SDA's, Training, ICT, Finance, HR, Information Governance, Service Delivery, Performance Data Services, Health & Safety, Corporate Communications, Legal Services, Risk Management and Equality & Diversity.	
8.2	To assist with managing these dependencies and provide the appropriate level of governance a S&W project board has been created with the membership reflecting cross directorate/ areas of the SFRS that are required to work together to support successful delivery of this project.	
8.3	Some of the key dependencies are: a) Staff Terms & Conditions. b) Potential impact of other programmes of work on S&W project. c) Effective communication and engagement strategy, deployed as needed throughout the life of the project. d) Involvement and support from external agencies/organisations. e) Development and agreement of appropriate SLA's/ MOU's/ISP's and compliance with General Data Protection Regulations (GDPR).	

	f) Availability of funds to support the project. g) Design, development and implementation of S&W ICT management system including all relevant software/ hardware. h) Development and delivery of suitable training strategy.
9.0	**Stakeholders**
9.1	The following are the key stakeholders in respect of this project:
9.2	Internal: All SFRS employees, employee representatives and SFRS Board members. In particular the following areas/directorates: a) Corporate Communications b) Equality and Diversity c) Finance d) People and Organisational Development e) ICT f) Information Governance g) Legal Services h) Performance Data Services i) Prevention and Protection j) Risk Management k) Service Delivery/ Local Senior Officer Area's l) Training, Safety and Assurance
9.3	External: a) Community Planning Partners b) Health and Social Care Partners c) Housing Partners d) Local Authorities e) Scottish Government f) Scottish Community Safety Network g) Third Sector Organisations h) Representative Bodies
10.0	**Consultation and Engagement**
10.1	In support of the SFRS Portfolio of work, in-depth communications and engagement strategies are being developed and implemented, covering both SFRS staff and external stakeholders.
10.2	A representative from Corporate Communications will be a member of the project team and as part of the S&W project a specific objective will be to consider and deliver appropriate communications and engagement activity. A key focus of this will be to generate understanding of the scope of the S&W visit and to communicate this effectively with colleagues, stakeholders and the public.
11.0	**Risks**
11.1	A separate risk register has been developed for this project with key risks having been identified.
11.2	The risk register will be continually reviewed and updated as the project progresses.

12.0	**Business Case**	
12.1	**Original Submission date:**	October 2019
	Approval date:	March 2020
	Approved by:	SLT
	Comments:	December 2020 additional funds of £50k allocated to S&W ICT Capital budget and reflected in monthly capital monitoring reports.

13.0	**Acceptance Criteria**
13.1	The following criteria will be used to assess the successful delivery of this project: a) Agreement and establishment of scope and content of S&W b) Agreement and establishment of referral pathways and prioritisation c) Agreement of data sharing methodology and development of SLA's/ MOU's with key partners d) Design and implementation of S&W ICT management system and all relevant hardware/ software e) Development and implementation of S&W framework/ policy, procedures and guidance documentation f) Design and delivery of all training requirements for S&W completed g) Successful implementation of a phased roll out of S&W across the SFRS h) Effective Communication and Engagement Plan implemented for S&W i) Development and mainstreaming of suitable performance measures for S&W

14.0	**Benefits**
14.1	The following benefits have been identified as part of this project: a) The creation of a S&W Visit, which builds upon the HFSV model, will incorporate wider health and social care considerations to support those most at risk across Scotland's communities. b) SFRS has a strong brand and trusted reputation which helps to access and engage hard to reach communities. c) S&W will provide the opportunity to deliver advice and interventions on behalf of our partners, and identify people who might benefit from a referral into specialist services. d) Development of closer and more effective partnership working arrangements with key agencies/organisations.

15.0	**Disbenefits**
15.1	The disbenefit to this project will be the associated costs.

16.0	**Performance Measures**
16.1	As well as fire related outcomes, the S&W performance will need to reflect wider health and wellbeing outcomes. Prevention is difficult to measure, but the SFRS will be able to report on numerical measures, including visits undertaken, referrals on to other partners and the provision of safety / prevention / health information. As part of the project group, consideration will be given to additional performance measures around the quality of the visits and staff satisfaction etc. An initial benefit profile summary has been developed for the S&W project which will be continually reviewed/ updated during the life of the project. It is highlighted within the initial benefit profile summary that once the scope and content of Safe & Well is developed/ agreed, that appropriate performance measures will then be identified.
16.2	Ultimately the introduction of S&W aims to have a positive impact on a number of outcome related performance measures including the reduction of fire related incidents within

	dwellings, the number of fire casualties encountered in dwelling fires and a reduction in those being exposed to other forms of unintentional harm accidents/injuries.
16.3	The outcomes of S&W will be reflected in Service performance measures. These will be identified and agreed with the Strategic Planning, Performance and Communications Directorate and aligned to the SFRS Performance Management Framework.
17.0	**Project Tolerances**
17.1	The project tolerances identified are time and cost; • Time is +/- 3 months for project milestones • Cost is 10 % of overall budget as allocated through business case process
18.0	**Project Management Team Structure**
18.1	The outline project management team structure can be found in Appendix 1. This may be augmented with additional members where the project management team deems this to be necessary.
19.0	**Project Role Descriptions**
19.1	Executive Lead The Executive Lead is ultimately responsible for the project. Their role is to ensure that the project is focussed throughout its life on achieving its objectives and delivering the S&W project to achieve the benefits identified.
19.2	S&W Project Board The S&W Project Board supports the executive lead and is responsible for the direction of the project within the remit established.
19.3	S&W Project Manager The Project Manager has the authority to run the project on a day to day basis on behalf of the executive lead and the project board within the constraints laid down by them.
19.4	S&W Project Work Groups Each project work group lead will support the Executive Lead and Project Manager via the S&W board, by coordinating the activities of their group to deliver against their respective areas of responsibility.
20.0	**Project Team Meeting Schedule**
20.1	S&W Project Board will meet regularly and as required for the duration of the project. S&W Project Team will meet every two months for the duration of the project S&W Task and Finish sub groups will meet at a duration to be agreed and until the particular component/task they have responsibility for is developed/completed.
21.0	**Equality Impact Assessment**
21.1	An Equality Impact Assessment (EIA) has been developed for the overarching SFRS transformation vision. This has been complimented by a specific EIA for the S&W project.
22.0	**Privacy Impact Assessment**
22.1	A privacy impact assessment has been developed for the Safe & Well project.
23.0	**Appendices/Further Reading**
23.1	Appendix 1: Project Management Arrangements.
Links to Strategy	

This project links to the SFRS Strategic Plan 2019-22 outcomes one and four including related objectives:

Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.
1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing. 1
1.3 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.

Outcome 4 We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.
4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.
4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

Governance Route for Report	Meeting Date	Comment
S&W Project Team	27 June 2018	Noted
S&W Project Board	TBC	Approved for submission
Programme Office Board	23 January 2019	Approved
Transformation and Major Projects Committee	7 February 2019	Approved
Programme Office Board (Revision 2)	28 October 2019	Approved
Project Team	6 November 2019	Noted
Transformation and Major Projects Committee	7 November 2019	Scrutiny provided
S&W Project Team (Revision 3)	24 June 2020	Noted
S&W Project Board	01 July 2020	Approved for submission
Senior Management Board	19 August 2020	Amendments requested prior to approval
Transformation and Major Projects Committee	05 November 2020	Scrutiny provided
Senior Management Board	20 January 2021	Approved with minor amendments
Transformation and Major Projects Committee	04 February 2021	For scrutiny

Appendix 1: Project Management Arrangements

-Strategic Management Board -Transformation and Major Projects Committee	**SAFE AND WELL PROJECT BOARD**	**Strategic Leadership Team**

SAFE AND WELL PROJECT BOARD

Executive Lead (Chair)
Prevention and Protection Area Commander (Vice Chair)
Project Manager
P&P Subject Matter Expert
Head of Service Delivery (West SDA)
Head of Training
Head of ICT
Finance Business Partner
Head of People & Organisational Development
Corporate Communications
Fire Brigades Union
Programme Office

Programme Officer	**SAFE AND WELL PROJECT TEAM**

SAFE AND WELL PROJECT TEAM

Project Manager
P&P Subject Matter Expert (Lead)
Corporate Communications
Group Commander Training
ICT Manager
HR Manager/Advisor
Finance Business Partner
Information Governance
Service Delivery
Response & Resilience
Health & Safety
Legal Services
Performance Data Services
Equipment Manager

-Project Brief
-Project Dossier
-Project Change Requests
-Project Highlight Reposts
-Project Closing Reports

SAFE AND WELL PROJECT WORK GROUPS

Safe & Well Research & Design	Data & Information Sharing	ICT Systems & Processes	Training Development & Delivery

SCOTTISH FIRE AND RESCUE SERVICE	
Transformation and Major Projects Committee	

Report No: **C/ARAC/02-21**

Agenda Item: **9**

Report To:	**TRANSFORMATION AND MAJOR PROJECTS COMMITTEE**
Meeting Date:	**4 FEBRUARY 2021**
Report Title:	**MAJOR PROJECTS PROGRAMME DASHBOARD COVER PAPER**

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 Transformation and Major Projects Committee (TMPC) with a wider overview of the identified following areas – Risk, Interdependencies, Costs and Capacity to Deliver.
2	**Background**
2.1	The Portfolio Office will update the TMPC with available information associated with this programme during the reporting period.
3	**Main Report and Discussion**
3.1 3.1.1	**Risk** Nothing new to report since last report
3.2 3.2.1	**Interdependencies** The capacity of Training, Safety and Assurance and ICT across various projects remains a Portfolio interdependency.
3.2.2	There are also key interdependencies between the Service Transformation Programmes and those within the Major Projects Programmes.
3.3 3.3.1	**Cost** The Protection of Vulnerable Groups (PVG) Scheme project is currently reporting red for delivery to cost and time. Remedial action is being taken to address project underspend and delays to time experienced. The project team continues to monitor activity and work closely with finance partners.
3.3.2	Emergency Services Network Implementation showing red for costs. Funding discussions are ongoing with the Scottish Government.
3.4 3.4.1	**Capacity to Deliver** ICT restricted capacity to support implementation due to absence and competing requirements. Being monitored at CCF Board Level.
3.5 3.5.1	**Other**. MP0007 West ARC Change Request approved at December SMB – change to crane installation requirements.

3.5.2	MP0014 Emergency Services Network Implementation (ESNI), Initial Dossier being put forward.
3.5.3	MP0009 PVG Scheme – Change Request & Updated Dossier, the project has requested an extension to its end date. This request has been approved by the SMB.

4	**Recommendation**
4.1	The TMPC are asked to note the projects for governance under the programme.

5	**Appendices/Further Reading**
	Item 9.1 Major Projects Dashboard Item 9.3 Emergency Services Mobilising Implementation – Dossier Item 9.5 PVG Scheme, Change Request and updated Dossier

Prepared by:	Programme Officers
Sponsored by:	Paul Stewart, Director of Service Delivery
Presented by:	Gillian Buchanan, Deputy Programme Manager

Links to Strategy
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Governance Route for Report	**Meeting Date**	**Comment**
Transformation and Major Projects Committee	*4 February 2021*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE

**PORTFOLIO OFFICE
PROGRAMMES OF WORK
MONTHLY UPDATE REPORT**

MAJOR PROJECTS

					Project Governance			Project Health			
Project Name	**Executive Lead**	**Project Manager**	**Project Start Date**	**Project End Date**	**Project Brief**	**Project Dossier**	**Risk Register**	**Time**	**Cost**	**Quality**	**Skills & Resource**
MP0001 Command & Control Phase 2 Platform	ACO John Dickie	AC Garry Mackay	Jan-14	Dec-21	✗	✓	✓				

Project Update: "Delivery to Time" measure was moved to amber in December 2020 to reflect the concerns around impact from the Airwave Connectivity risk and remains in this status; it is expected that Airwave will confirm design, resource and testing parameters at the end of January 2021. Until then, it is not known when the SFRS will have Airwave connectivity to the new CCMS. Testing is impacted negatively by the absence of this functionality.

"Delivery to Cost" Rating moved to amber to reflect the need to move budget between fiscal years and via the Capital Monitoring Group / wider Asset Management Budget in August 2020, it remains unchanged although the budget virements have now taken place for 2020/21. There is the potential to move it to green after the final review of this year's budget forecast, expected end of January 2021.

"Delivery to Quality": This is unchanged from September 2020 SMB, the functionality and stability continues to be monitored through each of the iterative software releases, the next is due on 16th January and an update on progress should be available by the time the SMB takes place.

"Delivery in relation to Skills and resources" remains a green rating; the project is adequately resourced and has access to relevant SFRS Resources and SMEs.

Pathway to Green/Next Steps: Time: The route to green for this measure is the confirmation of measures detailed above by Airwave by the end of the month.
Cost: The route to green for this measure will be the clarification of the final budget forecast expected at the end of the month.
Quality: The route to green for this measure is stability through the software releases, next one is due 16th January.

Project Name	**Executive Lead**	**Project Manager**	**Project Start Date**	**Project End Date**	**Project Brief**	**Project Dossier**	**Risk Register**	**Time**	**Cost**	**Quality**	**Skills & Resource**
MP0006: McDonald Road Redevelopment_ Museum of Fire	Sarah O'Donnell, Director of Finance & Contractual Services	Oscar Torres & Andrew McDermott	Apr-17	Jul-21	✗	✓	✓				

Project Update: Delivery to time, cost and skills and resources are all amber. The contractor has indicated a possible delay to the programme, however this has been assessed and not considered as justified and therefore no change to the contract completion date has been made. The contractor has been requested to address this noted programme delay and to progress the works to the approved programme.
Progress on site works remains focussed on the external façade with framing works progressing. The standard of construction has been to a satisfactory standard.

Pathway to Green/Next Steps: The effect of Covid secure measures adopted on site continue to be monitored against the programme and the project board meet monthly to discuss progress and potential issues.

Project Name	**Executive Lead**	**Project Manager**	**Project Start Date**	**Project End Date**	**Project Brief**	**Project Dossier**	**Risk Register**	**Time**	**Cost**	**Quality**	**Skills & Resource**
MP0007: West Asset Resource Centre	Sarah O'Donnell, Director of Finance & Contractual Services	John Gillies, Project Manager	TBC	Dec-22	✓	✓					

Project Update: Delivery to time, cost, quality and skills and resource are all green. Stage 2 proposals incorporate all aspects / elements of the approved project brief.

Pathway to Green/Next Steps: The design team have been appointed via SCAPE's BECs Framework and a Project Request Form has been submitted to initiate progress of the works via the SCAPE: Major Works UK: Framework.
No issues have been identified or anticipated within SFRS resourcing of the project.

Project Name	**Executive Lead**	**Project Manager**	**Project Start Date**	**Project End Date**	**Project Brief**	**Project Dossier**	**Risk Register**	**Time**	**Cost**	**Quality**	**Skills & Resource**
MP0009 Protection of Vulnerable Groups (PVG) Scheme	Liz Barnes, Director of POD	George Lindsay, Temporary HROD Manager	May-19	Mar-21	✓	✓	✓				

Project Update: As noted in the November and December SMB update, delays have resulted in the planned level of PVG applications from employees being received, processed and submitted to Disclosure Scotland (DS) not being achieved. In consequence the "Time and " Cost" project status indicators were moved to Red in the December update. An analysis of the causes of these delays has now confirmed that the delays were primarily due to three factors, these being a poor rate of return of applications from employees, capacity issues within the administration team responsible for checking and processing returned applications, and the reliance on the POD Admin Team Leader to authorise applications for submission to DS. These delays are considered to have now made the achievement of the original project completion date of March 21 unachievable, and have also resulted in an underspend of circa £100,000 due to the reduced rate of charges from DS for awarding PVG scheme membership.

Pathway to Green/Next Steps: To address the poor rate of response from employees, a monthly update report will be provided to each LSO from January which will identify the employees within their areas who have not submitted applications, and asking LSOs to instruct supervisory managers to take appropriate action. A temporary Admin Assistant was appointed to support the Project in September, and a Business case requesting the extension of this temporary appointment beyond the current termination date of 31 March 2021 is currently being prepared. In addition consultations with the Corporate Business and Admin Manager are underway regarding the provision of additional administration support by the Corporate admin teams. A monthly progress report will also be submitted from January onward by the POD Admin Team Leader to the Project Manager to identify progress and permit intervention should further delays be experienced. A survey has also identified a further 16 authorised PVG Countersignatures within SFRS, and a process review, guidance and training are currently being developed to enable these employees to countersign PVG applications. It is anticipated that these will be completed and implemented by the end of January. The Project Manager and the Finance function are also monitoring the underspend, with Finance taking appropriate action to address this within the overall Service Budget.

Based on the outstanding level of PVG applications, an analysis of the administrative capacity to process these, and the anticipated efficiency of the measures outlined above to address the previously experienced delays, it is considered that the project can be completed by October 2021. Consequently a Project Change Request and reviewed Project Dossier has been submitted to the January SMB meeting requesting a six month extension to the project. It is however considered that achieving this revised timeline is contingent on the retention of a temporary Administrative Assistant for the duration of this extension, and consequently the Project Indicator for "Skills and Resources" has been updated to Amber.

The extension of the project beyond the end of the 2020/21 financial year will also require the provision of appropriate funding within the financial year 2021/22. Consultations with the Finance function are currently ongoing regarding the provision of this funding.

Project Name	**Executive Lead**	**Project Manager**	**Project Start Date**	**Project End Date**	**Project Brief**	**Project Dossier**	**Risk Register**	**Time**	**Cost**	**Quality**	**Skills & Resource**
MP0014 Emergency Services Mobilising Implementation	Sandra Fox, Head of ICT	Andrew Mosely, Project Manager	May-19	Mar-21	✓	✓			Unknown		

Project Update: The Programme Full Business Case and associated timeline currently under strategic review. New Business case anticipated Q1 2021 where it will be reviewed by Scottish Government and the 3ESS.

Project Board continues to be updated with Project resource requirements and associated costs.

A comprehensive Test Trials and Pilots structure is being put in place to Operationally evaluate all aspects of the Programme deliverables, this will offer assurance to SFRS in this area. A SFRS Service Acceptance Criteria Document is in development and is due to be presented to the Project Board for review in Q1 2021.

Funding for the Project is still an ongoing issue with the Scottish Government The Reform Collaboration Group is writing a letter to the Scottish Government SRO to express concern about this.

Pathway to Green/Next Steps: Securing funding from the Scottish Government will be a clear path to recruit resources and purchase assets.

PEOPLE, TRAINING, FINANCE AND ASSET SYSTEMS PROGRAMME (PTFAS)

					Project Governance			Project Health			
Project Name	**Executive Lead**	**Programme Manager**	**Project Start Date**	**Project End Date**	**Project Brief**	**Project Dossier**	**Risk Register**	**Time**	**Cost**	**Quality**	**Skills & Resource**
MP0011: People, Training, Finance and Assets Systems Programme (PTFAS)	Liz Barnes, Director of POD & Sarah O'Donnell, Director of Finance and Contractual Services	Paul McGovern, Programme Manager	Jun-19	Mar-24	✓	✓	✓				

Project Update: Discussions are progressing with Midland HR (provider of iTrent application) to understand the supplier position and options for provision of a contract post April 2021, when current contract expires. This will be followed by detailed negotiations and the appropriate procurement process. The requirement is for a contract to cover the period until the PTFAS programme delivers a People/HR system. SMB can remain assured that we will not find ourselves in the position of not having a People/HR system when the contract with Midland HR expires.
The Programme Manager took up post on 5th January 2021. Familiarisation with the programme and stakeholder community is on-going while focussing on the initial tasks of creating an agreed vision statement for the programme and defining a high level plan which will include the production of communication and stakeholder management strategies.
Productive engagement with existing programme stakeholder groups continues prior to an assessment and review of these groups to ensure that current arrangements meet the requirements of the programme.

Pathway to Green/Next Steps: The position on skills and resources is held at amber during January while the programme manager defines the requirements for a programme team. Once the scope of these requirements and associated costs have been established, recruitment of relevant people to those roles will begin allowing the status on this health indicator to be reviewed.

SCOTTISH FIRE AND RESCUE SERVICE	
Portfolio Office	

PROJECT DOSSIER

Programme Number: **MP0014**

Agenda Item: **9.2**

Project Name:	**EMERGENCY SERVICES NETWORK IMPLEMENTATION**
Project Start Date:	**AUGUST 2020**
Project Finish Date:	**DECEMBER 2023**
Project Manager:	**ANDREW MOSLEY**
Executive Lead:	**SANDRA FOX**
Version:	**0.5**
Reason for Revision:	PROJECT BOARD FEEDBACK

1	**Business Need**
1.1	The current Airwave communications system has been in operational use since 2003, the system is reaching end of life with key network components having an increased risk of failure with no replacement components available. Airwave is now lacking the technical capability to deliver the functionality required for modern emergency services critical communications.
1.2	In 2013 a decision was made by the UK Government to move away from a single supplier of the UK critical emergency services communications system, ie Airwave. This was ratified when the Emergency Services Mobile Communications Programme (ESMCP) (or the Programme) was instigated.
1.3	ESMCP will oversee the build of the Emergency Services Network (ESN) by both EE and the Home Office, it will also oversee and support the integration of the devices and systems with existing service Command and Control and back office systems.
1.4	ESN coverage is based on major and minor roads and will be subject to testing (drive testing) before executive sign off from the three Scottish Services to the sponsor the Scottish Government.
1.5	Extensive training materials are under development by the Programme that will utilise existing e-learning platforms such as the Learning Content Management System (LCMS) as well as face to face delivery.
1.6	The Programme will oversee the commercial structures through Crown Commercial Services (CCS) for contracts for the following devices

Hand Held Device (HHD) – Replacing the current Motorola SAN C, a Samsung XCover Fieldpro ruggedised smartphone.
Fixed Vehicle Device (FVD) - current SAN A in appliances and larger fleet.
Station End mobilisation equipment - this is an EE enabled modem linked to the Multitone Firecoder linking the Control Rooms to the stations via a critical bearer for mobilisation.
Handheld in Cradle (HHIC) – There are a small number of these currently in service vehicles, given the ESN device is regarded as a telephone there is a requirement under Road Traffic Law and Health and Safety legislation to have the device secured and capable of handsfree operation. |

	Coverage Extender – This is a unit supplied by EE. There may be locations that the service attends incidents where the handheld coverage is not sufficient, to mitigate against this a small number of Coverage Extenders will be fitted to Incident command vehicles in order to extend the coverage of ESN Handheld devices. **Control Room Desktop Devices** – To replace the current Airwave desktop radios for control room business continuity in the event of the loss of the ICCS.
1.7	The Programme working with Motorola are responsible for the creation of a Push to Talk Application capable of being used on a smartphone device (Kodiak). This is well underway in development and is currently at version 10, it is anticipated that it will be at version 11 or 12 at point of delivery. This is an open standards product used across the world particularly in the USA.
2	**Specific Project Objectives**
2.1	There are three Phases to the SFRS ESMCP Project these being Short Term (Planning) Medium Term (Transition) Long Term (In Life)
2.2	**Short Term (Planning)** To prepare for all aspects of implementation of ESN in SFRS including: To ensure that the ESN product is fit for purpose from a coverage, resilience, device, software application, control room integration, security and operational use perspective, all ensuring that the SFRS Executive is assured to sign off ESN as fit for operational use with the Programme Sponsor, the Scottish Government. To maintain strong links with the Home Office, the Programme, Scottish Government and the other Scottish emergency services as the programme moves towards transition. To create a transition plan ensuring all elements are planned for including training, fleet, finance, operations and policies & procedures. Create an associated resourcing plan to support transition covering planning, transition and in-life requirements. Ensure that the commercial purchase of devices and services relating to ESN provide the best operational value for the service. These will be through CCS frameworks and via other procurement routes. Work alongside the Command & Control Futures (CCF) Project to ensure that Systel deliver a fully integrated 'ESN ready' Command and Control and ICCS product post CCF go live. To support the systems integration, testing and transition from Airwave to ESN using the new command and control system. Ensure that the Project is working in tandem with other key SFRS infrastructure programmes such as CCF and the In Vehicle Systems Projects. Liaise with the Service Delivery Model Programme relative to any proposed changes in station and vehicle footprints during the life of this project. Review the availability of key applications that can be presented on the devices in line with SFRS Applications Team reviewing Policies & Procedures and Operational need. Review all SFRS policies & procedures, working practices and training documents to

	ensure that they are reviewed and updated as required to make them ESN compliant.
2.3	**Medium Term (Transition)** To oversee the transition from Airwave to ESN over a critical 18-month period for the service currently planned for Q3 2022 to end of Q4 2023, ensuring that the logistical support and planning is in place initially and ongoing over this period to ensure delivery with minimal interruption to the SFRS Operational response. This will involve: Upgrading station end mobilisation equipment to ensure its ESN ready, stable and security compliant. The purchase and programming of all ESN devices (insertion of SIM cards, registering of SIMs/Devices, installation of fleetmap and user profiles). Support the procurement of external vehicle fitters or recruitment of additional SFRS vehicle fitting staff. Removal of Airwave devices and refitting all response vehicles with fixed ESN vehicle devices. Fitting Handheld in Cradle devices for all Flexi Duty Manager vehicles. Programming, Asset Management and Issue of handheld devices to Flexi Duty Managers. Installing Coverage Extender devices to Incident Support Vehicles. Installing Desk Top radios to the three Operational Control Rooms. Ensuring that all in life Service Management processes are properly resourced ensuring they are fit for purpose and training delivered to key personnel. Ensure that ESN Train-the-Trainer training is delivered to training staff and thereafter to designated LSO training staff to support transition and in life. Train the wholetime, retained and volunteer workforce in the use of ESN. Train the flexi duty management cadre in the use of the handheld and Handheld in Cradle devices. Train the Operational Control Room staff in the use of ESN including the Interworking solution. Train the System Administration staff including Operational Control Supervisors in the use of the Self Service Portal SSI (purchasing, billing, system configuration, device configuration, fleetmapping). Ensure the smooth transition from ESN to Airwave without operational impact on service delivery.
2.4	**Long Term (in life)** To ensure that ESN is fit for purpose, fully delivered and stable prior to the Airwave system being switched off.

	To ensure that the appropriate systems are in place to support the Service Management of ESN from a coverage, fault reporting, security and asset management perspective.
	To ensure that the appropriate level of SFRS resource and business processes are in place, documented and understood by key staff (Service Desk and ESN in life staff, Fleet, Training and ICT).
	To ensure that an ongoing vehicle fitting process and resources are in place to fit ESN Fixed Vehicle devices to new vehicles beyond the transition period into in life process.
3	**Scope**
3.1	The objective is to plan and implement the transition from Airwave to ESN within the stated timescales ensuring that the operational impact to SFRS is minimised.
3.2	To ensure the resourcing of the transition and all its component parts. To ensure that all policies and procedures are updated to reflect the change in technology.
3.3	To ensure that full integration of ESN to the new Command and Control System and all associated back office systems. To ensure that the solution integrates to front end response capability in Operational Control Rooms and vehicles.
3.4	To ensure that SFRS is in a position to safely close down Airwave.
4	**Assumptions**
4.1	The SFRS current planning assumptions are based on the Plan on a Page presented by the Programme as part of the current full business case proposal.
4.2	The Project has been established as a major project within the remit of the Portfolio Office and the Transformation and Major Projects Committee. It will be led by the Director of Service Development, who chairs the SFRS ESMCP Project Board.
4.3	The Chair of the Project Board and the Project Lead will carry out reporting to SMB and TMPC on a regular basis.
4.4	The Project Board will meet monthly with representation from the following Business areas. Service Development Service Delivery Finance and Procurement Asset Management ICT Training Operations Control Other business areas will be invited to the meeting as required.
4.5	The Project Manager will provide a highlight report to the Project Board at each meeting.
4.6	The Project will fulfil the reporting requirements of the Portfolio Office.
4.7	The current transition timeline indicates that SFRS will transition from Airwave to ESN along with the Scottish Ambulance Service and Police Scotland commencing in Q3

	2022, through to Q3 2023. The timeline has been subject to change on several occasions in the past and may be revised when the Programme publishes a revised FBC and Plan in January 2021/
4.8	The identification or recruitment of 20 train the trainers is required who will train members of staff within each of the LSO areas and Headquarters business areas requiring same. The delivery method at LSO will vary depending on the geography and availability of members of the LSO training team, the Full Time Rural Watch Manager posts have been suggested as a delivery mechanism in rural LSOs during consultation.
4.9	The current SFRS Transition Plan is based upon a vehicle fit taking 12 hours and the training taking one day (6 ½ hours contact time).
4.10	The funding for the project costs (Core and Non-Core) will be provided by the Scottish Government. Without Scottish Government finance this Project is not affordable to the service.
4.11	There will be increased in-life costs to support the administration of the new system with increased mast infrastructure requiring additional change request management, more frequent replacement of devices due to them having a shorter service life and the absence of a managed service option (at time of writing this report).
4.12	It is envisaged that the current Project team will grow incrementally over the life of the project, there are 6 month blocks of resource requirements indicated in the resourcing plan.
4.13	There will be a requirement to forgo capital receipts for vehicles for the period of the project in order to free up spare vehicle capacity to support the vehicle fitting. There will be a requirement to either recruit additional vehicle fitters to the service or contract out to a vehicle fitting company.
4.14	All three Service Delivery Areas will transition simultaneously one LSO area at a time in each of the three. Planning will be in place to minimise the number of times resources attending incidents are using the two technology platforms. In these instances the Interworking Solution using transition talkgroups will be used and will be managed by the Operational Control Rooms on the ICCS. This process will need to be tested and live in all three OCs and with some operational trials having taken place before transition can commence.
4.15	The CCF project will have completed its work with all three Operational Control Rooms live on the Systel system and this being 'ESN Ready'.
4.16	Operational Validation and Evaluation (test, trials and pilots) will take place involving all three Scottish emergency services as well as the National Fire Service via the NFCC leads. SFRS will participate in these exercises where resources permit, full reporting in relation to test and trial outcomes will be presented to the Project Board for approval.
5	**Exclusions**
5.1	The decommissioning of the Airwave system and secure disposal of associated assets will not form part of this Project however close liaison with the Airwave In-life team will be maintained throughout.
5.2	The decommissioning of the Airwave Station End equipment will fall to the ICT Business as Usual team who will remove this redundant equipment post Airwave shutdown.
5.3	The back-office integration of ESN into the Command and Control System as well as

	other systems such as bulk voice recorders etc. will fall upon Systel CCF and ICT staff.
6	**Requirements**
6.1	The full technical, procedural and legal requirements as well as ESN business practices and associated processes will be developed by the Project Team before transition and further developed before hand over to business as usual.
7	**Outputs**
7.1	• ESMCP Project Brief • ESMCP Project Dossier • ESMCP Project Board Terms of Reference (ToR) • ESMCP Highlight reports • ESMCP Risk Assessment linked to Strategic Risk Register • ESMCP Training Strategy • ESMCP Transition Plan • ESMCP Communications Strategy • ESMCP Debriefing Strategy and • ESMCP Closing Report and In life recommendations
8	**Milestones**

8.1	**Milestone**	**Anticipated Delivery Date**
	CCF ESN Ready	Q4 2021
	Commence Transition to ESN	Q3 2022
	Complete Transition to ESN	Q4 2023
	National Airwave shurdown	Q4 2024

9	**Dependencies**
9.1	The ESMCP in SFRS is central and key to all operational activity, as a result it has a list of dependencies through transition and into in life. These are the current known dependencies.
9.2	**Finance** – oversee the financial requirements and make application to the sponsor (the Scottish Government for core and non-core funding).
9.3	**Procurement** – To oversee and advise on the processes and routes to market via the established contract frameworks (CCS). To support the possible contracting of a vehicle device fitting company. Devices are purchased using the CCS framework which will require to be reviewed by Procurement and advice/support provided to the Project. There may be procurement of a managed service for ESN going forward.
9.4	**Fleet** – To oversee the requirements of the service vehicle fleet for devices, to support the planning and implementation of transition of ESN. To form a key central role in the coordination of vehicle movements and appliance bay availability. To oversee either the recruitment of vehicle device fitters or support the commercial business case development for external fitting companies. To advise on fleet retention and the integration of ESN into existing service planning. Support the Central ESN Transition Coordination Unit.
9.5	**ICT** – To arrange and oversee the IT Health Check ahead of the ESN Code of Connection being approved. To support the asset management, programming and issue of ESN devices, to support the internal service management of the new system, to support liaison with the Programme and Motorola Service Desk using the Self Service Portal, phone and e-mail relative to device and network fault reporting and resolution. Support the installation of applications on to the devices ensuring security requirements are met. To integrate the DNSP and firewall connectivity to ESN into the service ICT

	infrastructure. Support the Central ESN Transition Coordination Unit.
9.6	**Training** - The review of Programme Training Needs Analysis documentation, the review of Programme Training Materials, the adaptation of core training materials to create the SFRS training packages, the upload of the training package to the LCMS system, the coordination of the nominated LSO Train the Trainers, working with the Project Manager arranging the Train the Trainer training course. Support the Central ESN Transition Coordination Unit.
9.7	**Operations Control** – The review of the Interworking solution relative to working between the ESN and Airwave systems, support the testing of ESN using the Systel Command and Control and ICCS system to ensure it is fit for transition. Management of the Interworking solution based on resources attending incidents using both technologies. Support the Central ESN Transition Coordination Unit.
9.8	**In Vehicle Devices Project** – to consider the vehicle Fixed Vehicle Device and the new networked capabilities ensuring that the service gets the best possible in vehicle operational solution taking account of power and space.
9.9	**Legal**- to provide an overview of contracts as required
9.10	**Health and Safety** – Advice and support relative to any vehicle borne devices including the handsfree solution for the handheld devices.
10	**Stakeholders**
10.1	The following list includes key internal stakeholders: • The SFRS Board; • SLT; • Service Development Directorate, as strategic lead; • Service Delivery Directorate; • Training Safety and Assurance Directorate; • People and Organisational Development Directorate (POD); • Strategic, Planning, Performance and Communications (SPPC) Directorate; • Finance and Contractual Services Directorate (FCS); • Service Delivery and Local Senior Officer (LSO) Areas; and • All SFRS personnel.
10.2	The following list includes key external stakeholders: • Scottish Government (SG) Project Sponsor; • The ESMCP Programme and its partners (Deloitte) • The Home Office and Treasury • EE • Motorola • Device vendors (handheld and vehicle) • Police Scotland (PS); • Scottish Ambulance Service (SAS); • British Transport Police (BTP); • HM Coastguard; • ESN Non Blue Light user community.

11	**Consultation and Engagements**
11.1	Engagement with Service at LSO level has taken place relative to the outline of the project and the issues relative to transition for each Service Delivery LSO area and business area. Further communications between the Project and the LSOs will take place using the identified Single Points of Contact.
11.2	Internal consultation has taken place with key directorates/functions involved and this will be ongoing via the Project Board and separate briefings as required.
11.3	Project Liaison between CCF and ESMCP is in place, along with the In Vehicle Devices Project.

12	**Communications**
12.1	In partnership with the SFRS Corporate Communications function an ESMCP Communication Strategy will be developed.
12.2	Effective communication with stakeholders (internal and external) will be achieved utilising various appropriate forms of communication relevant to the requirements of the situation.
12.3	It is essential that the project is supported by the SFRS Corporate Communications function. Their knowledge and experience will be invaluable in ensuring that information is shared appropriately within and outwith SFRS.
12.4	Communications will be directed to the Project Board who will decide when the organisation is informed of key developments and timescales
12.5	The Project will establish an ESMCP area on the SFRS internet website which will signpost external partners and stakeholders to key Project updates.

13	**Legal**
13.1	Legal advice and support will be sought covering all aspects of this significant change.

14	**Business Case**
14.1	**Submission date:**	
	Approval date:	
	Approved by:	
	Comments:	

15	**Risks**

15.1	**Risk**	**Probability**	**Impact of Event**	**Mitigation to Date**
	Finance – The Scottish Government as Sponsor does not release sufficient funds for the service to plan and transition on to ESN within the timescales	3	5	Ongoing dialogue with the Scottish Government SRO.
	Integration – The technical Integration of the SFRS Command and Control and Back Office systems to ESN does not fully work.	3	5	South Yorkshire FRS are a pilot Systel service for ESN integration, regular contact with SYFRS and the Systel UK Users Forum will assist to gather knowledge in this area.

	Coverage – ESN In Building coverage is not as strong as Airwave given the different transmission frequencies used by the technology (800MHz+ - Airwave is 400 MHz). This impacts upon the ability to penetrate certain building types, the operational impact of this is mitigated somewhat for SFRS given the service is not replacing the Fireground radio system with ESN. The shorter transmission distance of ESN masts infrastructure also creates an issue relative to the number of masts required by EE to deliver the Coverage solution, this could impact upon the service in two ways, • an increase in the number of requests associated to planned engineering works as well as unplanned outages. • resilience of the network, with finite resources not all masts will have back up generation available to them, so there may be coverage outages as a result of masts losing power.	4	4	Ongoing drive testing and in building coverage checking of Critical Operational locations.

16	**Acceptance Criteria**
16.1	The ESMCP Project Board will oversee the Project as it develops and will seek approval and authority via the SLT and Board as appropriate.
16.2	It is anticipated that all costs associated to this Project will be funded by the Scottish Government.
16.3	Extensive service acceptance criteria has been created by the 3ESS reporting to the Scottish Government as Project Sponsor.
16.4	The full SFRS acceptance criterial is a subset of this document and is under development.
17	**Benefits**
17.1	The Airwave System is an aging technology which is voice centric, moving to a new voice and data platform will move the service forward allowing greater use of mobile technology.
17.2	The creation of secure, networked operational data services for response staff as well as other staff carrying out non-operational roles, increased incident visibility for remote command support.

17.3	The capability of networked data is a significant step forward for SFRS as the current data capabilities reach only as far as the appliance bay, networked data communications from the incident ground back to the Operations Control Room and Flexi Duty Managers will significantly improve operational situational awareness, remote command capabilities and firefighter safety.
18	**Disbenefits**
18.1	The potential disbenefits of this system are.
18.2	Renewal of devices - The new devices will require ongoing replacement on a more frequent basis: Handheld every 3-5 years; Fixed Vehicle Devices every 5-7 years. There are also ongoing connection costs to the network (Initial registration £1,000 thereafter £500 per year). The service will need to ensure that all devices are justified and in use as much as possible.
18.3	This disbenefit is mitigated by the Scottish Government funding the device capital and resource costs.
19	**Performance Measures**
19.1	Performance measures will be reported to the Project Board by way of highlight reports, Programme related performance reports including EE and Motorola performance reports will be available to Project Board members via the ESMCP Sharepoint directory
20	**Project Tolerances**
20.1	Many of the tolerances will be guided by the Programme timeline and FBC as already outlined. The Scottish Government as sponsor will oversee the three Scottish services on planning and delivery of the Programme in Scotland. The Project Board and higher governance will be kept fully informed in this area. The ongoing costs of Airwave and the need for the UK emergency Services to come off of the Airwave System. The Programme will need to deliver a product that passes the acceptance criteria for SFRS as part of the 3ESS and Scottish Government requirements.
21	**Project Management Team Structure**
21.1	

22	**Project Role Descriptions**
22.1	**Senior Responsible Officer-** Responsible for the overall governance and delivery of the Project within SFRS **Strategic/ICT Lead –** Leading the ESCMP Project within SFRS and liaising with the 3ESS and Scottish Government at strategic level as required as part of the Scottish Strategic Group and other associated meetings. **Project Manager** – To engage with the Programme and the 3ESS to ensure that SFRS is fully involved in policy decisions, technical specification and transition timescales and timelines. Further to these areas the PM will maintain an overview of all aspects of the Programme as it develops. Developing the SFRS Transition plan, supporting the development of policies and procedures for in life of ESN, supporting all impacted business areas with information advice and support as required. **Project Officer** – To support the PM in developing and refining the Transition Plan as a subset of the Project Plan. To assist in preparing reports for Project Boards as well as ensuring the Project is compliant with all Programme requirements of the Service. Coordination of activities and information flow to and from all stakeholders. **Training Lead** – (Group Commander) To assist in the development of the Programme Training Needs Analysis, to review Programme Training Material and thereafter create a SFRS specific training package. To oversee the recruitment of a number of Train the Trainer positions and support the delivery of training to all SFRS staff during transition. **Fleet Lead** – To oversee the management of the SFRS fleet in readiness for ESMCP (Retaining assets to ensure flexibility to complete vehicle fits without impacting on Operational response capability). To support either the recruitment of internal vehicle fitting staff or support the preparation of a business case for external fitters. **ICT Technical Lead** – To oversee the technical elements of the Programme and advice the Project Manager and Project Board on key technical requirements and any decisions that require to be made, to ensure that ESN continues to be compatible with SFRS systems and ways of working. **ICT Operations Lead** – To support the completion of an IT Health check and facilitate support as required relative to Network configuration, technical installations, systems testing and compatibility. **Finance Lead** – Oversee all aspects of funding from the Scottish Government ensuring that both Capital and resource streams are in place and monitored.
23	**Project Team Meeting Schedule**
23.1	The SFRS ESMCP Project Board meets monthly and is chaired by the Director of Service Development.
23.2	The Project Board reports to the Senior Management Board and the Transformation & Major Projects Committee as required.
24	**Equality Impact Assessment**
24.1	Specific Equality Impact Assessments (EIA) will be considered for inclusion as the Project develops, but has not been deemed necessary at this time. A copy of the Programme Equality Impact Assessment Documentation has been requested.

25	Privacy Impact Assessment
25.1	The ESMCP is subject to rigorous Home Office driven security standards. An extensive IT Health check involving penetration testing will require to be undertaken ahead of the service applying for a Code of Connection achievement of which is a prerequisite for SFRS to gain access to ESN. All the aforesaid ensures compliance with Data Protection and Privacy standards.

26	Appendices/Further Reading
26.1	

Prepared by:	Andrew Mosley Project Manager
Sponsored by:	Paul Stewart
Presented by:	Sandra Fox

Links to Strategy
SFRS Digital Strategy 2018-2021, SFRS Digital Strategy 2021-24

Governance Route for Report	Meeting Date	Comment
Project/Programme Board	11 Nov 2020	Approved
Senior Management Board	16 Dec 2020	Approved
Transformation and Major Projects Committee	4 Feb 2021	For Scrutiny

NOT PROTECTIVELY MARKED

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT CHANGE REQUEST

Programme Number:

Agenda Item: 9.3

Project Name:	**WEST ARC**
Change Category:	**SCOPE/QUALITY/COST**
Change Number:	**1**
Request Date:	**2ND NOVEMBER 2020**
Project Manager:	**JOHN GILLIES**
Executive Lead:	**IAIN MORRIS**

1	**Justification**
1.1	A review of the crane installation requirement for the West ARC workshops has been carried out with recommendation that this item be omitted from the project brief requirements, as alternative temporary provision can be sourced should this facility be required.

2	**Description of Change**
2.1	Omit requirement from brief for the installation of a 10 tonne crane within the high bays workshop area.

3	**Reason for Change**
3.1	It is considered that the provision of a temporary mobile crane will allow for a more cost-effective solution to the occasional need to lift cabins.

4	**Impact Assessment**
4.1	**Impact on Scope**
4.1.1	Minimal impact is anticipated from this change request. It is proposed that the requirement for the crane installation be omitted from the project brief and approved layout plans. This will result in a minimal floor area saving with no loss of usable space.
4.2	**Impact on Risk**
4.2.1	No additional risk is anticipated as a consequence of this change request.
4.3	**Impact on Time**
4.3.1	No change to the project programme is anticipated as a consequence of this change request.
4.4	**Impact on Resources**
4.4.1	It is estimated that approval of this change request will allow for a reduction of the Stage 2 estimated construction cost by some £97k.
4.5	**Other**
4.5.1	

5	Options Appraisal
5.1	**Long and Short Lists of Options**
5.1.1	Option 1 – dismiss Change Request and retain crane installation as currently proposed. Option 2 – accept Change Request and omit the crane provision form the approved proposals.
5.2	**Detailed Options Appraisal**
5.2.1	Option 2 – The Stage 2 Report has identified the removal of the crane installation as an option for consideration. A cost saving of some £97k has been identified on this item, no programme implication is associated with this change request.
5.3	**Preferred Option**
5.3.1	Option 2 is preferred
6	**Appendices/Further Reading**
6.1	

Prepared by:	John Gillies Project Manager
Sponsored by:	
Presented by:	John Gillies Project Manager

Links to Strategy

Governance Route for Report	Meeting Date	Comment
Project Board	3/12/2020	Approved
Senior Management Board	16/12/2020	Approved
TMPC	04/02/2021	For noting

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT CHANGE REQUEST

Programme Number: MP0009

Agenda Item: 9.4

Project Name:	**PVG PROJECT**
Change Category:	**SCHEDULE**
Change Number:	**2**
Request Date:	**5TH JANUARY 2021**
Project Manager:	**GEORGE LINDSAY, TEMPORARY HROD MANAGER**
Executive Lead:	**LIZ BARNES, DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT**
1	**Justification**
1.1	The Board are asked to consider and approve the following changes to the PVG Project. • An extension of the Project timescales for completion by 6 months from the 31 March 2021 till the 30 September 2021. • The extension of the scope of the PVG Project to include Uniformed employees in the roles of Group Commander (GC) to Deputy Assistant Chief Officer (DACO). • The appointment of a new Project Manager, George Lindsay Temporary POD Manager
1.2	These changes have been reflected in the revised Project Dossier
2	**Description of Change**
2.1	The PVG Project is currently scheduled for completion by the 31st March 2021. The Board are asked to authorise the extension of this timeline by a further 6 months.
2.2	The scope of the PVG project currently extends to gaining membership of the PVG Scheme for uniformed employees in the roles of Firefighter (FF) to Station Commander (SC). The Board are asked to authorise the scope of the Project being extended to encompass all roles from GC to DACO.
3	**Reason for Change**
3.1	In relation to the request for an extension of the Project, this is required due to delays that have prevented the completion of the expected level of PVG applications being submitted to Disclosure Scotland (DS). These delays have resulted from the following factors: • A delay in approving the Project Dossier that delayed the commencement of the project from the originally proposed date of April 2019 until June 30, 2019. • Challenges from the Fire Brigades Union in respect to the contractual requirement for employees to gain PVG Membership. • A 3-month moratorium in the issuing of PVG applications due to the Covid-19 pandemic, and SFRS's consequent focus on core activities. • A poor level of return of correctly completed PVG applications by employees. • Challenges in the receipt, recording, processing and countersigning of PVG applications due to capacity issues within the POD Administration team.

3.2	As a result of these factors, to date only 3505 (50.3%) of our 6968 uniformed employees have gained PVG membership. An additional Temporary Administrative Assistant was appointed in September 2020 to support the project, and a Business Case supporting the retention of this additional Administrative Assistance will be submitted to extend the temporary contract for the duration of the requested extension. Consultations with the Corporate Business and Administration Manager are also ongoing regarding the provision of additional Admin support from the Corporate Admin teams. Additional measures to improve and monitor the rate of submission of applications to DS have also been introduced, and it is expected that collectively these measures should ensure that applications for PVG membership for all in-scope employees are submitted to DS by the end of the requested extension period.
3.3	In relation to the request to extend the scope of the project to employees in the roles of GC to DACO, the original scope of the project was developed in response to legal advice that the close personal contact with members of the public that is integral to the duties of Firefighters met the definition of Regulated Work under the PVG Act. Legal advice also confirmed that the responsibilities of Crew, Watch and Station Commanders in supervising Firefighters undertaking Regulated Work also required that they become members of the PVG Scheme.
3.4	The SMT/POB meeting of the 28th August 2020 subsequently authorised the Legal section to review the responsibilities of Group and Area Commanders within the Prevention and Protection Directorate, with the aim of determining whether these employees should also be required to become members of the PVG Scheme. The subsequent review by the Legal Section resulted in Legal advising that all Officers in the roles of Group Commander to Deputy Assistant Chief Officer should also be required to become members of the PVG Scheme. This advice was predicated on SFRS's use of "nearest officer mobilisation" to incidents which could result in these employees arriving at incidents in advance of first or second call officers, and therefore undertaking direct supervision of Firefighters carrying out Regulated Work.
3.5	The extension of the scope of the PVG to include these employees will require the submission of circa 117 additional PVG applications to DS. It is anticipated that the submission of these additional applications can be accommodated within the requested 6 months project extension. Additional financial provision of circa £7000 will however be required within the 21/22 financial year to meet the Certification fees for these applications.
4	**Impact Assessment**
4.1	**Impact on Scope**
4.1.1	The proposed extension to the project timescales, and the incorporation of employees in the roles of Group Commander to Deputy Assistant Chief Officer are consistent with the scope of the Project as specified within the Project Dossier.
4.2	**Impact on Risk**
4.2.1	Discussions with DS have confirmed that DS are agreeable to the extension of the project timescales, and the inclusion of Group Commanders to Deputy Assistant Chief Officers within the requirement to achieve PVG Scheme membership. There are therefore no legal risks arising for this change request.
4.2.2	The extension of the project timescales will however delay the assessment of some of SFRS's uniformed employees by DS by up to 6 months, during which they will undertake duties that will include regulated work with vulnerable people. As it cannot be discounted that some of these employees may present a risk to protected groups, the extension may result in an increased expose of these vulnerable people to harm, and also present a reputational risk to SFRS.

4.3	**Impact on Time**
4.3.1	The proposed extension to the timescales for completion is based on a predicted and achievable submission rate of applications to DS, and should therefore be adequate should the submission rate be achieved.
4.3.2	The proposed extension has also taken into account the requirement to process PVG Scheme membership applications for Group Commanders to Deputy Assistant Chief Officers will require.
4.4	**Impact on Resources**
4.4.1	The financial provision for the Project relates primarily to the cost of PVG membership for individual employees, with DS making these chargers on completion of the assessment of individual membership applications. Due to the delays in achieving the anticipated rate of submissions to DS, the current underspend within the 2020/21 project budget is circa £100,000, and this may increase should the originally projected rate of PVG membership scheme approval not be met within the period January – March 2021. The Project Manager and Finance Business Partner have monitored actual expenditure against projected expenditure throughout the Project lifecycle, and have recognised the increasing divergence in expenditure, with Finance taking the appropriate actions to reallocate the underspend. The divergence between projected and actual spend was also reported to SMB within the November and December 2020 monthly RAG report.
4.4.2	The extension of the project timescales will therefore require appropriate financial provision within the 2021/22 budget, and this will require to be augmented to fund the DS fees for Group Commanders to Deputy Assistant Chief Officers, this being calculated at circa £7,000
4.4.3	The completion of the project within the revised timescales is also considered to be contingent on the retention of the temporary Administrative Assistant appointed to support the project in September 2020. This temporary appointment is due to end on the 31st March 2021, however the POD Business Manager is currently preparing the submission of a Business Case for the retention of the post until 30th September 2021.
4.5	**Impact on Interdependencies**
4.5.1	The proposed changes will impact on the project budget and the requirement for the retention of the temporary Administrative assistant post identified above.
4.5.1	The extension of the project timescales and the incorporation of employees in the roles of GC to DACO will impact on Service Delivery who will be required to monitor the completion and return of applications by employees. Managers will be assisted in this by the provision of monthly reports identifying applications that are still outstanding.
5	**Options Appraisal**
5.1	**Long and Short Lists of Options**
5.1.1	Given the challenges in meeting the original timescales, and the statutory requirement that uniformed employees carrying out Regulated Work are awarded membership of the PVG Scheme, there are no other available options to extending the project timescales, and seeking PVG membership for employees in the roles of Group Commander to Deputy Assistant Chief Officer.
5.2	**Detailed Options Appraisal**
5.2.1	Not Applicable

5.3	Preferred Option
5.3.1	Not Applicable

6	Appendices/Further Reading
6.1	No further reading or appendices have been added to this document.

Prepared by:	George Lindsay, Temp HROD Manager, Transformation and Projects Team.
Sponsored by:	Liz Barnes, Director of People and Organisational Development
Presented by:	Scott Semple, Head of People and Organisational Development

Links to Strategy

The identification of regulated work carried out by SFRS employees and the subsequent implementation of project outcomes will assist SFRS in addressing various challenges outlined within the Strategic Plan; Improving Local Outcomes, Modernising Response, Workforce Development, Governance and Social Responsibility and Service Transformation.

Change Request History	Meeting Date	Comment
Schedule – Milestone Revision	23 October 2019	**Approved, Senior Management Board**
Governance Route for Report	Meeting Date	Comment
Senior Management Board	*20 January 2021*	*For Approval*
Transformation and Major Projects Committee	*04 February 2021*	*For Scrutiny*

Completed Project Briefs should be submitted to the Portfolio Office at SFRS.ProgrammeOffice@firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE
Programme Office

PROJECT DOSSIER

Programme Number: **MP0009**

Agenda Item: **9.4**

Project Name:	**PROTECTION OF VULNERABLE GROUPS (PVG) SCHEME PROJECT**
Project Start Date:	**MAY 2019**
Project Finish Date:	**SEPTEMBER 2021**
Project Manager:	**GEORGE LINDSAY, TEMP HROD MANAGER**
Executive Lead:	**LIZ BARNES, DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT**
Version:	**2**
Reason for Revision:	**CHANGE OF MILESTONES, PROJECT MANAGER AND INCLUSION OF GROUP COMMANDERS TO DEPUTY ASSISTANT CHIEF OFFICERS.**

1	**Business Need**
1.1	As a result of recent discussions between SFRS Legal Services, HROD and Disclosure Scotland (DS) it has been established that the current work activity undertaken by Firefighters should be considered as "regulated work" under the terms of the Protecting Vulnerable Groups (Scotland) Act 2007 (PVG Act). This means that most operational staff, including Control staff and the line managers of those carrying out regulated work, will require PVG Scheme Membership.

It should be noted that "regulated work" is not a new concept to SFRS and some employees are already members of the PVG Scheme due to the nature of their role. This includes, but is not limited to, staff who worked at the previous 18 OHCA Trial Stations, some staff who work in the Prevention and Protection Directorate and the recently appointed RDS/Volunteer Support Watch Managers.

Links to Disclosure Scotland's PVG Scheme information and the Act have been included in appendix A and B for further information and reference. |

2	**Specific Project Objectives**
2.1	The project's overarching objective is to determine the type of activities undertaken by Scottish Fire and Rescue Service (SFRS) employees that fall within the scope of regulated work, and thereafter to implement a plan/timeline for all employees carrying out such work to join the PVG Scheme. The primary focus is on uniformed staff, however a review of all SFRS job roles will also be completed to ensure a standard approach to PVG Scheme membership requirements across the Service.

The project will be undertaken in two phases; Research/Planning and Implementation. However, there will be some overlap in order to meet the project timescales i.e. as uniformed employees in the roles of Firefighter to Station Commander were identified as carrying out or supervising Regulated Work as defined by the PVG Act at an early stage, the implementation phase for these groups progressed whilst research was still ongoing for other employee groups. Subsequently it has been determined that |

	Uniformed employees in the role of Group Commander to Deputy Assistant Chief Officer also came within the scope of the PVG Act, and consequently are required to obtain PVG Scheme membership. There are several other Service Transformation projects which are linked to the outcomes of the PVG project and this approach will allow identified employee groups to progress with membership applications in order that other key Service Transformation projects can move forward without delay, such as the Out of Hospital Cardiac Arrest (OHCA) project, and the Safe and Well project.
3	**Scope**
3.1	The following areas of work are within scope for this project: • Identify job roles within SFRS which require PVG Scheme Membership, in line with statutory and legal obligations as recommended by Disclosure Scotland and in conjunction with SFRS Legal Services; • Provide reasoning and recommendations for the identified roles that require PVG membership and submit these recommendations for approval; • Discuss and agree acceptable timescales for completion with Disclosure Scotland. • Liaise with SFRS Finance Team to confirm budget arrangements for the progression of the PVG project in accordance with timescales agreed with Disclosure Scotland, including arrangements for new employees. Undertake a scoping/benchmarking exercise with other comparable organisations to identify areas of good practice and review information on how costs relating to PVG memberships are met. • Develop a detailed project plan and timeline and work with key stakeholders to identify key priority areas for PVG membership applications to commence; • Identify HROD resource requirements, training, and assess capacity to process the required volume of applications including the need for counter-signatories; • Create a process map for ensuring PVG memberships are applied for by all employees who fall within the identified categories or job roles; • Develop a process to notify DS when SFRS is no longer an interested party e.g. when a member leaves the employment of SFRS or ceases to carry out regulated work for SFRS; • Develop a central recording system of all PVG membership holders and establish a process for the retention of PVG Scheme membership status; • Design and implement systems to ensure new or revised job roles are assessed to determine whether PVG scheme membership is required to futureproof the outcomes of this project; • Develop a process to determine management response to convictions or other areas of concern as they are disclosed through the PVG scheme, considering the potential employee outcomes where membership of the scheme is not approved; • Discuss and agree any sharing requirements with partners and if necessary what relevant agreements require to be put into place; • Review and revise the appropriate policies and procedures to align to the above and; • Fully implement PVG membership for all employees in identified roles across the Service.
4	**Assumptions**
4.1	Confirmation that sufficient funding arrangements for PVG fees to support this project within financial year 2021/22 has not yet been finalised and therefore the continued availability of financial resources to support the proposed project timeline is assumed.

	An assumption has also been made that all relevant employees will require a full PVG Scheme record. However, it is possible that several employees may already have PVG Scheme membership related to other activities and therefore may only require a Scheme Record Update, which would reduce application costs relating to those individuals. Disclosure Scotland (DS) are currently undertaking a comprehensive review of the PVG scheme, expected to be complete by 2021. This project dossier assumes that all retrospective PVG membership applications for SFRS will be processed prior to any significant changes, either in cost or process, to the current arrangements within DS. Regular discussions with DS will be maintained throughout the duration of this project in order that any potential changes to the PVG scheme at an earlier stage can be considered in line with SFRS requirements.
5	**Exclusions**
5.1	This project is to explore the requirement for PVG scheme memberships within SFRS and therefore it is not expected that consideration will be given to any other type of Disclosure Scotland Checks. However, in considering which roles should be subject to PVG may result in changes to existing checking arrangements
6	**Requirements**
6.1	In order to meet the specific objectives of this project, several requirements have been identified. These include budget, HROD resource, communications and partnership working, as follows: • Continued support will be required from DS to ensure timescales are met and that flexibility regarding monthly volumes of applications is maintained. • The project requires support from the Finance team in terms of identifying sufficient budget resource to support the project plan/timeline. • Continued advice from Legal Services and DS relating to the identification of roles which require PVG membership. • Regular discussion with other project managers and business partners to ensure interdependencies are identified, monitored and priorities are effectively managed. • Effective communication with employees regarding the application process and support that will be provided to assist in addressing any negative outcomes. • Early engagement with representative bodies to ensure a joint approach to potential employee outcomes and to allow any areas of concern to be identified and resolved. • Input from the Communications team to ensure regular updates and associated information regarding PVG checks are readily available for all employees and managers. • Support from the HROD team, both in terms of HR Advisers to take forward any changes to policy/procedure around PVG applications and also the HROD and Resourcing Admin teams in terms of resource to process applications and in embedding new processes related to PVG scheme membership. • Sufficient counter-signatories to process monthly application volumes. • Support from SDA areas and local managers in order to co-ordinate membership applications within their respective areas. • General support from the Programme Office and other Directorates as required.

7	Outputs
7.1	The ultimate project output is to ensure that PVG memberships are in place for all relevant SFRS employees within identified roles to ensure that legal and statutory requirements are met. Additionally, as part of business as usual, a matrix of identified roles will be available for future reference and will be supported on an ongoing basis by relevant HROD policy and processes.

8	Milestones
8.1	Due to the nature of the project, it is necessary for some of the project milestones to remain flexible to meet the needs of business activity interdependent of the PVG project outcomes. However, indicative delivery dates are provided below. In addition, the legal requirement to have PVG memberships in place has presented an urgency around commencing PVG checks, and therefore some milestones have been adjusted to accommodate this, e.g. applications for OCHA trial stations commenced in May 2019. Following early discussions with Disclosure Scotland regarding capacity, PVG scheme membership applications are expected to reach 400 per calendar month, with some flexibility where there may be a requirement to adjust this accordingly to meet competing priorities and resources. This will be ongoing until October 2021, allowing for all required PVG scheme applications to be processed within overall project timescales.

Milestone	Anticipated Delivery Date
PVG Scheme Applications for initial identified priority areas commences.	May 2019
Initial discussions with Disclosure Scotland and agreement reached on broad project timescales.	May/June 2019
Complete scoping/benchmarking exercise to identify areas of best practice and cost management.	June 2019
Initial engagement with representative bodies regarding the review of related policies and potential employee outcomes.	June 2019 and ongoing
Resource requirements identified and addressed within HROD and SDA teams to process membership applications.	June 2019
All required procedures and processes in place to support overall project outcomes.	June 2019 and ongoing
All roles requiring PVG scheme membership established by Legal Services.	July 2019
Full project plan and timeline established, taking account of priority areas and recognised dependencies.	July 2019
Submission of Legal Services proposals regarding relevant roles to Senior Management Team for approval.	August 2019
Design and implement systems to ensure new or revised job roles are assessed to determine whether PVG scheme membership is required in order to futureproof the outcomes of this project.	August 2019
Submit revised SFRS Employment and Criminal Convictions Policy documents for approval.	October 2019

	Review current administrative arrangements, and revise to maximise processing of applications.	December 2020.
	Liaise with Finance Function and revise budgetary provision in line with requested project extension	January 2021.
	Prepare and submit Business Case for retention of Temporary Admin Assistant post until end of requested extension	January 2021
	Identify Group Commanders to Deputy Assistant Chief Officers to apply for PVG membership, and issue with contract variation letters.	January 2021.
	Expand number of PVG countersignatures to increase submission rates to Disclosure Scotland	January 2021
	Initiate monthly reporting of rate of applications submitted by employees to Local Senior Officers to increase submission rates	January 2021.
	Review project dependencies with other key projects and adjust project timescales to ensure effective delivery of SFRS priorities.	May 2019-October 2021
	PVG scheme memberships for all employees in identified roles across the Service are in place.	October 2021
9	**Dependencies**	
9.1	The PVG scheme project has a number of dependencies, both internal and external to SFRS. The ability to deliver on time and within budget will depend upon a number of factors:	

9.1 The PVG scheme project has a number of dependencies, both internal and external to SFRS. The ability to deliver on time and within budget will depend upon a number of factors:

- The ability of the HROD and POD Admin teams to co-ordinate and collate applications timeously in order to meet project timescales, circa. 400 per month;
- The ability of Disclosure Scotland to process applications in line with project timescales;
- Availability of appropriate budget to allow the project to progress in line with proposed timescales and;
- Early discussions regarding potential negative employee outcomes with representative bodies

In addition to the dependencies outlined above, there are a number of other key Service Transformation projects which are directly linked to and dependent on the timely outcomes of the PVG scheme project, as follows:

- Out of Hospital Cardiac Arrest (OHCA) project
- Safe and Well project
- SFRS Youth Volunteer Scheme project

There is also a requirement to consider significant Wholetime FF intakes, and ongoing RDS recruitment, which may have an impact on the volume of PVG applications. These events will be accounted for in the PVG project plan/timeline. Early discussions with DS indicates that events such as an increased number of applications as a result of a Wholetime FF intake can be accommodated, in addition to the projected monthly applications, provided sufficient notice is given.

In order to effectively manage and continuously review the dependencies outlined above, regular discussions will be maintained with relevant project managers to ensure changes to other project plans can be considered and accommodated within the proposed timescales for PVG applications.

10	**Stakeholders**
10.1	The following are considered to be key stakeholders in respect of this project: External • Disclosure Scotland • Representative Bodies • Local Communities and Service Users • Health and Social Care partners • Scottish Government • Police Scotland Internal • Human Resources and Organisational Development • Legal Services • Finance and Procurement • Service Delivery Areas • Response and Resilience • Prevention and Protection • Strategic Planning, Performance and Communication
11	**Consultation and Engagement**
11.1	In order for SFRS to ensure a clear position regarding the outcomes of PVG scheme checks, it is necessary to review and update existing policies and procedures relating to criminal record checks i.e. the SFRS Employment and Criminal Convictions Policy and associated procedures. To fully explore policy options for potential negative employee outcomes, early engagement with representative bodies will be required and also subsequent consultation regarding any required changes to existing policy. Engagement with Disclosure Scotland is ongoing and will continue throughout the duration of the project to ensure legal and statutory obligations are met and any forthcoming changes within DS relating to the PVG scheme are considered at an early stage. Regular engagement with all project stakeholders will be key to this project, ensuring that current and future business activity is identified and where applicable priority areas prioritised for PVG roll out. Regular engagement with SDA management teams specifically will be required to ensure resource requirements can be met at each stage of the project.
12	**Communications**
12.1	Key messages will be compiled as the project progresses, and in conjunction with other relevant stakeholders, including the Communications and Engagement Team. Guidance documents/FAQs to assist SDAs in progressing with PVG scheme applications have been developed and will be communicated appropriately at relevant stages.
13	**Legal**
13.1	Legal Services will provide ongoing advice support to the project, specifically regarding the following: • Review and establish, in conjunction with HROD and Disclosure Scotland, which SFRS job roles require employees to have PVG scheme membership in place. • Provide this information by way of a matrix showing all SFRS job roles, in order that this can be progressed for approval through appropriate governance routes. • Provide advice in relation PVG scheme membership requirements for any new or revised job roles on an ongoing basis.

14	Business Case
14.1	**Submission date: April 2019** **Approved date: N/A** **Approved by: Not approved** **Comments:** A business case was submitted to the Senior Leadership Team; however, this was not approved for this financial year 19/20. It has now been established that the PVG project will be funded through savings from other activities. The project team will work closely with the Finance Business Partner to ensure budget is identified to allow the project to progress. This was originally estimated to be a £411,000 cost over a two-year period, however with the requested extension in timescales and incorporation of GCs to DACOs, this will now increase to circa £418,000 over two and half years. There will also be an ongoing requirement for new employees in relevant roles to apply for PVG membership which may incur additional costs to be considered on an annual basis.
15	**Risks**
15.1	A project risk register has been created [Appendix C] and will be continually reviewed throughout the life cycle of the project.
16	**Acceptance Criteria**
16.1	The following criteria will be used to assess the successful delivery of the PVG scheme project: • The SFRS is able to demonstrate the PVG scheme memberships in place for all identified roles upon project closure. • The project is completed within proposed budget. • Effective systems and supporting policies are in place to ensure the effective management of PVG scheme membership requirements as part of SFRS's business as usual activities e.g. recruitment, role reviews, leavers etc. in order to futureproof the project outcomes.
17	**Benefits**
17.1	The main benefit that will be realised on completion of this project is that SFRS will have met all legislative and statutory obligations relating to the Protecting Vulnerable Groups (Scotland) Act 2007. There are also a number of high level benefits to which the completion of the PVG scheme project will contribute, due to the dependencies and links to other key service transformation and major projects: • We are a more agile Service that is designed to better meet the changing risks facing Scotland; • We have strengthened our contribution to the prevention and reduction of unintentional harm in Scotland's communities; • We have strengthened our contribution to building the resilience of Scotland's communities; • We are a more efficient and productive organisation in how we use our skills, capabilities and resources; • We are highly trusted by staff, partners, communities, and other stakeholders in delivering safe and planned changes to the Service
18	**Disbenefits**
18.1	The following disbenefits have been identified in relation to this project: • Costs associated with the project in relation to retrospective PVG scheme memberships, circa £418,000 over two years six months. • The impact on capacity of current HROD and SDA staff and their associated workloads in order to progress a significant volume of applications on a monthly basis.

19	**Performance Measures**
19.1	The delivery of key milestones and associated activities will be the main indicators on terms of progress towards the successful delivery of this project. A detailed project timeline will be developed to capture progress with tasks, actions and activities that are required to deliver key milestones. The project timeline will be monitored by the Project Manager and any identified areas of slippage will be communicated to relevant stakeholders and remedial actions taken. Progress will also be monitored and reported on in quarterly Highlight Reports which will be submitted to the Programme Office by the Project Manager and then reviewed by the Programme Office Board and Transformation and Major Projects Committee where required.
20	**Project Tolerances**
20.1	The project tolerances identified are timescales and cost: Time: +/- 3 Months Costs: There is currently a 10% underspend tolerance and 0% overspend tolerance. This will be managed on an annual basis to allow for flexibility in monthly application levels. It is not expected that timescales for overall completion will fluctuate considerably, although this may vary on a month to month basis, depending on SFRS priorities. Current indicative costs have been based on all uniformed employees requiring PVG scheme membership.
21	**Project Management Team Structure**
21.1	Executive Lead - Liz Barnes, Director of People and Organisational Development Project Manager – George Lindsay, HROD Manager (T) Programme Officer - Leanne Stewart
22	**Project Role Descriptions**
22.1	<u>Executive Lead</u> The Executive Lead is ultimately responsible for the successful completion of the project. Their role is to ensure that the project is focused throughout its life on achieving its objectives. The Executive Lead will ensure that SFRS meets its legal and statutory obligations in terms of PVG scheme membership. <u>Project Manager</u> The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Executive Lead within the constraints laid down by them. <u>Programme Officer</u> The Programme Officer will work alongside the Project Manager and provide advice on project governance.
23	**Project Team Meeting Schedule**
23.1	There is no project team specifically established for this project, however the Project Manager will attend other internal stakeholder meetings as appropriate to ensure dependencies are identified, monitored and effectively managed. Regular updates with other key Project Managers are planned to ensure early recognition of any changes which may impact on the effective completion of the project.
24	**Equality Impact Assessment**
24.1	An Equality Impact Assessment for this project has been developed in partnership with the Equality and Diversity function.

25	**Privacy Impact Assessment**
25.1	A Privacy Notice has been developed for the PVG project and is available to view on the SFRS iHub. A Data Protection Impact Assessment for this project is currently under development.

26	**Appendices/Further Reading**
26.1	Appendix A: https://www.mygov.scot/pvg-scheme/ Appendix B: https://www.gov.scot/Publications/2009/11/05140303/1

Prepared by:	George Lindsay, Temp HROD Manager
Sponsored by:	Liz Barnes, Director of People and Organisational Development
Presented by:	George Lindsay, Temp HROD Manager

Links to Strategy

The identification of regulated work carried out by SFRS employees and the subsequent implementation of project outcomes will assist SFRS in addressing various challenges outlined within the SFRS Strategic Plan 2019 - 22;

Outcome 4 – We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Objective 4.2 We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities

Governance Route for Report	**Meeting Date**	**Comment**
POD DMT	*19 June 2019*	*Approved*
Programme Office Board	*17 July 2019*	*Approved*
Transformation and Major Projects Committee	*8 August 2019*	*Approved*
Employee Partnership Forum	*22 August 2019*	*Noted*
Programme Office Board	*23 October 2019*	*Approved*
Transformation and Major Project Committee	*7 November 2019*	*Approved*
Senior Management Board	*20 January 2021*	*Approved*
Transformation and Major Projects Committee	*04 February 2021*	*For Scrutiny*

Completed Project Dossiers should be submitted to the Programme Office at SFRS.ProgrammeOffice@firescotland.gov.uk

SCOTTISH FIRE AND RESCUE SERVICE
Transformation and Major Projects Committee

Report No: C/TMPC/04-21

Agenda Item: 10.1

Report to:	TRANSFORMATION AND MAJOR PROJECTS COMMITTEE							
Meeting Date:	**4 FEBRUARY 2021**							
Report Title:	**BENEFITS MANAGEMENT TRACKER**							
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 Transformation and Major Projects Committee (TMPC) with a Benefits Management Overview for the business change initiatives and the Scottish Fire and Rescue Service (SFRS) Portfolio.

2	Background
2.1	Benefits Management is required for SFRS to drive through the major business change to realise the significant financial and non-financial business benefits resulting from the SFRS Portfolio.

3	Main Report/Detail
3.1	The Benefits Management Tracker demonstrates where intended benefits associated with Programme/Projects meet the organisational objectives as detailed in the high-level plan and detailed within the associated dossier.
3.2	It should be noted further project benefit reviews are underway as part of other project related workstreams for Out of Hospital Cardic Arrest (OHCA) & the People, Training, Finance and Asset Systems Programme and the Emergency Services Network Implementation project.

4	Recommendation
4.1	The TMPC are asked to note the Benefits Management for SFRS Portfolio.

5	Key Strategic Implications
5.1 5.1.1	**Financial** There are no direct key financial implications arising from this report.
5.2 5.2.1	**Environmental & Sustainability** There are no direct key environmental and sustainability implications arising from this report.
5.3 5.3.1	**Workforce** There are no direct key workforce implications arising from this report.
5.4 5.4.1	**Health & Safety** There are no direct key health and safety implications arising from this report.

5.5 5.5.1	**Training** There are no direct key training implications arising from this report.	
5.6 5.6.1	**Timing** There are no direct key timing implications arising from this report.	
5.7 5.7.1	**Performance** There are no direct key performance implications arising from this report.	
5.8 5.8.1	**Communications & Engagement** There are no direct key communication and engagement implications arising from this report.	
5.9 5.9.1	**Legal** There are no direct key legal implications arising from this report.	
5.10 5.10.1	**Information Governance** A Data Protection Impact Assessment has not been conducted.	
5.11 5.11.1	**Risk** There are no key direct risk issues arising from this report.	
5.12 5.12.1	**Equalities** An Equality Impact Assessment has not been conducted.	
6	**Core Brief**	
6.1	Not Applicable	
7	**Appendices/Further Reading**	
7.1	Appendix A – Benefits Management Tracker	

Prepared by:	Gillian Buchanan, Deputy Programme Manager
Sponsored by:	ACO Paul Stewart
Presented by:	Gillian Buchanan, Deputy Programme Manager
Links to Strategy and Corporate Values	
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.	

Governance Route for Report	Meeting Date	Report Classification/ Comments
Transformation and Major Projects Committee	*4 February 2021*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE

PROGRAMME	PROJECT NAME	PROJECT OUTCOME	BENEFIT	START BENCHMARK	EXPECTED REALISATION					MEASURE	REVIEW DATE
					2019/2020	2020/2021	2021/2022	2022/2023	2024/2025		
Service Transformation	Rapid Response Units (RRUs)	Delivery and integration of fully equipped RRUs	CASHABLE Reduction in age profile of current RRU fleet								
Service Transformation	Rapid Response Units (RRUs)		CASHABLE Reduction in fuel and fleet maintenance costs, the latter predominately where RRU's replace fleet that has passed its replacement.								
Service Transformation	Rapid Response Units (RRUs)		NONCASHABLE Increased RDS availability and resilience at RRU stations								
Service Transformation	Rapid Response Units (RRUs)		NONCASHABLE Improved response time to operational incidents by RRU's								
Service Transformation	Rapid Response Units (RRUs)		NONCASHABLE Reduction in age profile of current RRU fleet.								
Service Transformation	Rapid Response Units (RRUs)		NONCASHABLE Direct enviromental benefit through the reduction of carbon dioxide emissions and indirect benefits as a result of more effective and efficient means of dealing with operational incidents								
Service Transformation	Rapid Response Units (RRUs)		NONCASHABLE Reduction in fuel and fleet maintenance costs, the latter predominantl where RRU's replace fleet that has passed its replacement date.								
Service Transformation	Rapid Response Units (RRUs)		NONCASHABLE Improved community and firefighter safety through the introduction of modern firefighting and rescue technologies.								
Service Transformation	Out of Hospital Cardiac Arrest (OHCA)	Collaborative Working	NONCASHABLE Clinical Governance

The Scottish Ambulance Service (SAS) will provide Clinical Governance for a SFRS OHCA response capability. Through an agreed Memorandum of Understanding and Service Level Agreement, the SAS will ensure that SFRS OHCA training, equipment, PPE and procedures are suitable and sufficient. The provision of Clinical Governance will ensure the SFRS crews responding to Cardiac Arrest events across Scotland are trained by the SAS to deliver high quality CPR and deal with the many varied challenging situations these incidents will present. A joint service performance report will be published every quarter, which along with incident statistics, will also provide data on the quality of CPR being delivered by SFRS crews due to the ability to download event information from SFRS defibrillators | | Subject to Terms & Conditions | Subject to Terms & Conditions | Subject to Terms & Conditions | Subject to Terms & Conditions | | | |
| Service Transformation | Out of Hospital Cardiac Arrest (OHCA) | Increased capacity has potential to save lives and increase OHCA survivability in Scotland | NONCASHABLE OHCA Survival Rates

The SFRS has contributed towards the Scottish Governments OHCA strategy by the completion of a pilot project where 18 SFRS fire stations co- responded with SAS colleagues to cardiac arrest events in their communities. Through the 5 years of the SG OHCA strategy, survival rates across Scotland have improved from a 5% survival rate back in 2015 to 10% as of December 2019. The current SG strategy ends in March 2020, however a Scottish OHCA partnership has been created to continue improving OHCA survival rates across Scotland. The new partnership, with SG support are in the process of creating a 5 year plan which includes a target of reaching a 15% survival rate for Scotland. A SFRS co-response to OHCA events will save lives across Scotland and contribute greatly to achieving this goal. Throughout the next 5 years, annual reports will detail the progress being made, these will include the contribution being made by The SFRS. | | Subject to Terms & Conditions | Subject to Terms & Conditions | Subject to Terms & Conditions | Subject to Terms & Conditions | | | |
| Service Transformation | Out of Hospital Cardiac Arrest (OHCA) | | NONCASHABLE Training

Through the roll out of OHCA training, SFRS crews will have their casualty care skills enhanced. The SFRS OHCA pilot delivered training to over 300 frontline staff at 18 fire stations. Through the implementation of the OHCA project over 6000 frontline staff at all 356 fire stations will receive training which will ensure they can deliver high quality CPR. The timescales for the delivery of training will be detailed within the OHCA implements plan and progress will be reported quarterly through the joint service report. | | Subject to Terms & Conditions | Subject to Terms & Conditions | Subject to Terms & Conditions | Subject to Terms & Conditions | | | |
| Service Transformation | Safe and Well (S&W) | Creation of a new S&W visit building on HFSV model incorporating wider health and social care considerations in order to support those most at risk across Scotland | CASHABLE Reduced fuel costs and associated vehicle maintenance. | Reduction in number of Journeys. | | | | | | Annual reduction in fuel and maintenance costs. | |
| Service Transformation | Safe and Well (S&W) | | NON CASHABLE The creation of a S&W visit, which builds upon the HFSV model, will incorporate wider health and social care considerations to support those most at risk across Scotland's communities. | Increase from around 40% of visits to those most vulnerable and high-risk groups in our communities to over 90%. | | | | | | Reduction in accidental dwelling fires, fire related injuries and fire fatalities. | Following 1 full years implementation. |

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					2019/2020	2020/2021	2021/2022	2022/2023	2024/2025		
Service Transformation	Safe and Well (S&W)		NON CASHABLE
S&W will provide the opportunity for anyone completing the online S&W questionnaire to receive an electronic personalised fire safety plan	100% increase as this service is currently not available						Reduction in accidental dwelling fires, fire related injuries and fire fatalities.	Following 1 full years implementation.
Service Transformation	Safe and Well (S&W)		NON CASHABLE
S&W will provide the opportunity to deliver advice and interventions on behalf of our partners, and identify people who might benefit from a referral into specialist services	Increase in signposting and referrals to partner agencies						Reduction in accidental dwelling fires, fire related injuries and fire fatalities	Following 1 full years implementation.
Service Transformation	Terms & Conditions	New reward framework and T&Cs	Broadening of role. Flexibility in the firefighter role and how/where it can be delivered							Is collective agreement achieved?	
Service Transformation	Rural Full Time Posts (RFTP)	Enhancement of training provisions	NON CASHABLE
Improved firefighter safety through gathering Operational intelligence								
Service Transformation	Rural Full Time Posts (RFTP)	Increased community safety activities	NON CASHABLE
Improved outcomes for communities covered by RFTP's due to increased community safety activity.								
Service Transformation	Rural Full Time Posts (RFTP)	Improvements in RVDS availability and increased resilience	NON CASHABLE
Improved RDS availablility and increased resilience within the RDS/Volunteer model.								
Service Transformation	Rural Full Time Posts (RFTP)	Improvements in firefighter safety in areas covered by RFTP - holders	NON CASHABLE
Enhanced training provision for RDS/Volunteer personnel supported by RFTP's.								
Service Transformation	Youth Volunteer Scheme	To make a positive contribution towards the SFRS commitment to the Scottish Government agenda regarding the year of young people (2018), by delivering a sustainable product for young people across Scotland	Contributes towards the drive for positive destinations (Getting it Right for Every Child) for young people as part of a wider social agenda.							Active scheme up and running across Scotland	
Service Transformation	Youth Volunteer Scheme		Potential to provide a pool of young people who may go on to apply for roles within SFRS as employees or volunteers.							This could be measured in the future by analysing the number of participants versus the number of successful applicants	
Service Transformation	Youth Volunteer Scheme		May provide a pool of young people who move on to modern apprentice positions within the SFRS.								
Service Transformation	Youth Volunteer Scheme		Identifies opportunities for adults to volunteer in their local community							Statistics showing anti social behaviour against crews will measure whether or not this has been a success	
Service Transformation	Retained & Volunteer Duty System (RVDS)	The project outcome is to develop and improve the RVDS	Improved RVDS Retention	8%				Mar-23		This will be measured calculating the annualised RVDS staff turnover rate (as a percentage) for fiscal year April 2022 – March 2023	Apr-21
Service Transformation	Retained & Volunteer Duty System (RVDS)		Improved RVDS Resource availability	Daytime RVDS availability averages at 70%				Mar-23		This will be measured calculating the average RVDS resource availability (as a percentage) for fiscal year April 2022 – March 2023	Apr-21
Service Transformation - Service Delivery Model Programme	Community Risk Index Model	To provide a robust and evidence based assessment of short (0-3 years) medium (3-5 years) and long term (5-10 years) community risk. Acceptance criteria will include the provision of this information and associated scenario planning.	None directly from this project however it may inform decisions regarding future response models that allow savings to be realised.	Bench-marking could be challenging as other than legacy IRMP's this type and depth of risk profiling has not been carried out by SFRS before.				Mar-23		Project will be measured against outcomes and milestones detailed in project dossier/s.	Mar-21
Service Transformation - Service Delivery Model Programme	Demand Based Duty Systems	Phase 1 - Improved alignment between station based employee rostering arrangements and Service Delivery demand profiles which will facilitate associated improvements in productivity, efficiency and flexibility.	Cashable benefit can only be realised following Phase Three implementation of the selected "demand based options for change". It is anticipated that Demand Based Duty System solutions will reduce station based employee costs.	Mean annual station based employee costs for the five-year period 2015-20.				Mar-23		Number of localities with viable suites of "demand based options for change" which enable effective selection by key decision makers.	Jan-21
Service Transformation - Service Delivery Model Programme	Demand Based Duty Systems	Phase 2 - Suites of "demand based options for change" which offer viable duty systems solutions for each geographical location where scope for improvement has been identified.	No Phase Two cashable benefits. Phase Three implementation of "demand based options for change" is likely to result in reduced station based employee costs	Mean annual station based employee costs for the five-year period 2015-20.				Mar-23		Changes in the mean annual station based employee costs over a rolling five-year period.	Mar-21
			Provision of transparent and evidence lead development of options for implementing new demand based duty system solutions, leading to effective choices which will withstand robust scrutiny and challenge	Limited evidence to support "demand based options for change" in the use of alternative duty systems.				Jun-21		Number of localities for which viable and robust suites of duty system "demand based options for change" have been developed.	Mar-21
Service Transformation - Service Delivery Model Programme	Station Appliance Review	Phase 1 An improved distribution of SFRS station and pumping appliance resources across Scotland, which is more effectively aligned with Community Risk Profiles and Service Delivery demands.	Production of suites of "risk-based options for change" in the distribution of SFRS station and appliance resources for each geographical location where scope for improvement has been identified.	Mean annual running costs of the SFRS stations during the five-year period from Apr 2015 to Mar 2020.				Mar-23		Changes to the mean annual running costs of SFRS stations over a rolling five-year period.	Monthly

SCOTTISH FIRE AND RESCUE SERVICE

PROGRAMME	PROJECT NAME	PROJECT OUTCOME	BENEFIT	START BENCHMARK	EXPECTED REALISATION					MEASURE	REVIEW DATE
					2019/2020	2020/2021	2021/2022	2022/2023	2024/2025		
Service Transformation - Service Delivery Model Programme	Station Appliance Review	Ph 2 Production of suites of "risk-based options for change" in the distribution of SFRS station and appliance resources for each geographical location where scope for improvement has been identified.	Production of suites of "risk-based options for change" which will more effectively, efficiently and consistently distribute SFRS station and appliance resources for each geographical location where national imbalances have been identified.	Mean annual running costs of the SFRS stations during the five-year period from Apr 2015 to Mar 2020				Mar-23	Jun-25	Changes to the mean annual running costs of SFRS stations over a rolling five-year period.	Mar-21
Service Transformation - Service Delivery Model Programme	Station Appliance Review		Provision of transparent and evidence led development of options for improving the risk-based distribution of SFRS stations and pumping appliances, leading to effective choices which will withstand robust scrutiny and challenge.	Limited evidence to support "risk-based options for change" in the distribution of SFRS stations and pumping appliances.		Jun-21		Mar-23	Jun-25	Number of localities for which viable and robust suites of "risk-based options for change" have been developed.	Mar-21
Major Projects	Protection of Vulnerable Groups (PVG) Scheme	Ensure that PVG memberships are in place for all relevant SFRS employees within identified roles to ensure that legal and statutory requirements are met. Additionally, as part of business as usual, a matrix of identified roles will be available for future reference and will be supported on an ongoing basis by relevant HROD policy and processes	NON CASHABLE SFRS will meet all legislative and statutory requirements relating to the Protecting Vulnerable Groups (Scotland) Act. In doing so SFRS will ensure the safety of Vulnerable people receiving services from SFRS, and protect SFRS from reputational damage by identifying any employees who may present risk to members of the public within groups protected by the PVG Act.	The proportion of employees in relevant roles holding PVG Scheme membership can be measured against the number of positions requiring membership within the Service.			Oct-21			All required staff being part of the PVG scheme, validated by data.	Monthly
Major Projects	Soft FM	The Soft FM project aims to develop a single SFRS solution for the delivery of Soft Facilities Management Services across Scotland using an outsourced service provision. This standard approach will contribute to the Health and Safety of our buildings thus enhancing services and safety to all staff and visitors	Realise savings to be redistributed to areas of need.		X	X	X	X		A soft facilities management service is put in place that meets safety and quality standards and is financially viable. The new service provision is delivered within the budget of £4.282m and completed by 31st December 2018	
Major Projects	Soft FM		SFRS's ability to manage the service will be improved, reducing the number of service providers and enabling effective contract management through agreed performance measures		X	X	X	X			
Major Projects	Soft FM		Delivery risk is transferred to the external provider								
Major Projects	McDonald Road/Museum of Fire	To support the delivery of operational response across the City of Edinburgh (CoE) LSO area and wider East Service Delivery Area and to provide a publicly accessible Museum of Fire and community access facility	Adoption of a corporate office standard and identity					X		A fully functional refurbished building	
Major Projects	McDonald Road/Museum of Fire		Removal of significant backlog maintenance liabilities					X		Reduced energy bills	
Major Projects	McDonald Road/Museum of Fire		Improved environmental performance, and realisation of capital receipts from disposals for reinvestment (already in place due to relocation of Museum of Fire)					X		A new museum, filled with interesting artefacts being visited by members of the public and local schools	
Major Projects	Newbridge Training Centre	Provide a new training facility that enables Scottish Fire and Rescue Service to fulfil that national and regional elements of the agreed operational Training Programme in the East of Scotland	Addresses the current difficulties being experienced within the East SDA in the delivery of training: caused by the decommissioning of several local training venues and reduces SFRS reliance on utilising third party training venues		X					A fully functional modern training facility fit for purpose to serve the East SDA. "It is anticipated the completion of the Newbridge training site will have a positive influence in the overall improvement of the following POD/TED Directorate KPIs; •Core skills profile (% of operational	
Major Projects	Newbridge Training Centre		Ensures that National Training Facilities are located to align with Strategic aim of delivery of training as close to the point of need (1 hour travel distance) as far as practicable		X						
Major Projects	Command & Control Futures	A single CCMS platform with all system operations protocols and staff training required to ensure utilisation of its full functionality.	A consistent approach to the mobilisation of resources, which removes all historical boundaries and achieves a high degree of interoperability and resilience. Whilst difficult to measure accurately, comparison between response times and legacy 'cross-border' activity will indicate efficiency			X	Timely delivery of Project milestones to time, cost and quality against the	31/03/2021		Timely delivery of Project milestones to time, cost and quality against the agreed delivery programme.	31/03/2020

SCOTTISH
FIRE AND RESCUE SERVICE

PROGRAMME	PROJECT NAME	PROJECT OUTCOME	BENEFIT	START BENCHMARK	EXPECTED REALISATION					MEASURE	REVIEW DATE
					2019/2020	2020/2021	2021/2022	2022/2023	2024/2025		
Major Projects	Command & Control Futures		Improved call handling and call-challenging.			X		Adherence to Governance obligations as set out by the Project Board	31/03/2021	Adherence to Governance obligations as set out by the Project Board	31/03/2020
Major Projects	Command & Control Futures		Full implementation of supporting standardised policies, procedures, practices and data gathering/storage.			X		OCIO Stop/Go review	31/03/2021	OCIO Stop/Go review	31/03/2020
Major Projects	Command & Control Futures		Consistent staff training and development on a single system.			X			31/03/2021		31/03/2020
Major Projects	Command & Control Futures		A fit for purpose mobilising system for the next 10 years with the option for a contract extension of a further 5 years.			X			31/03/2021		31/03/2020
Major Projects	Command & Control Futures		Consistent access to and mobilisation of national and strategic SFRS resources across all communities.			X			31/03/2021		31/03/2020
Major Projects	Command & Control Futures	Installation of the CCMS within the three OC's.	Improved operational efficiency through use of OC staff groups ability to operate in any Regional OC on delivery of the CCMS.			X		Delivery of project milestones	31/03/2021	Delivery of project milestones	31/03/2020
Major Projects	Command & Control Futures		Reduction in ongoing system maintenance costs. Benchmarking against legacy and UK-wide 'cost per incident' should also show improvement.			X		Benchmarking against legacy and UK-wide 'cost per	31/03/2021	Benchmarking against legacy and UK-wide 'cost per incident'.	31/03/2020
Major Projects	Command & Control Futures	Disaster recovery processes to ensure business continuity and resilience.	A single CCMS platform serving 3 Regional OC's removing the requirement of standby control rooms, offering interoperability between OC's and distribution of calls from anywhere in Scotland as necessary.			X		Gateway type review	31/03/2021	Gateway type review	31/03/2020
Major Projects	People and Training Systems	The overarching objective of this programme is to ensure that P&TS are developed or procured to interface or be integrated with each other to reduce duplication of effort and errors. A dual benefit of this work is reduced hidden costs due to economies of scale due to reducing data	The consolidation of licences should create cashable benefits; however the end product has not been scoped out at this stage, therefore costs have not been established.								
Major Projects	People and Training Systems	The overarching objective of this programme is to ensure that P&TS are developed or procured to interface or be integrated with each other to reduce duplication of effort and errors. A dual	Phase 1 includes supplier engagement on potential solutions and will enable illustrative cost to be established.								
Major Projects	People and Training Systems	The overarching objective of this programme is to ensure that P&TS are developed or procured to interface or be integrated with each other to reduce duplication of effort and errors. A dual benefit of this work is reduced hidden costs due to economies of scale due to reducing data	Efficiencies will be made by Improving accuracy whilst reducing duplication and economies of scale with system integration / interface. And developing provision of the ability to store, input and access a single version of people information across the SFRS								
Major Projects	West ARC	To design and construct a modern fit for purpose workshops and stores facility capable of increasing the efficiency of service delivery and a rationalised property estate with reduced maintenance liability and operating costs	Modern fit for purpose workshops and stores facility capable of increasing the efficiency of service delivery								
Major Projects	West ARC		A rationalisation of property estate with reduced maintenance liability and operating costs								
Major Projects	West ARC		The environmental impact of a new build facility will be considerably lower than the aging buildings in current use. The utilities cost (directly co-related to usage) for the new build is anticipated to be 39% of the combined cost of operating the existing facilities, post-refurbishment								
Legacy Transformation	Ops Intelligence Ph3	Procurement exercise for hardware and installation services	Savings of £310,500 per annum to be made through termination of contracts for legacy OI systems.							Statistics will be available to demonstrate how reliable the new hardware and application updates and refreshes are compared to the existing system	

| PROGRAMME | PROJECT NAME | PROJECT OUTCOME | BENEFIT | START BENCHMARK | EXPECTED REALISATION | | | | | MEASURE | REVIEW DATE |
					2019/2020	2020/2021	2021/2022	2022/2023	2024/2025		
Legacy Transformation	Ops Intelligence Ph3	A fitting schedule for appliance	Rationalising and centralising the OI process will provide greater resilience and a consistent standard throughout SFRS							Comparison between the admin support required for updating OI for legacy and the new system will illustrate improved efficiency of management of the new system	
Legacy Transformation	Ops Intelligence Ph3	Implementation team developed and in place to support OI national rollout	A common and central platform will allow for more efficient administration of OI - . This approach will also satisfy a number of Her Majesty's Fire Service Inspectorate recommendations							Feedback from crews and other end users during the national rollout will provide evidence as to the reliability, robustness and effectiveness of the new OI application.	
Legacy Transformation	Ops Intelligence Ph3	Contract or formal arrangement in place for ongoing maintenance	A 'future proofed' Operational Intelligence system that uses the most up-to-date digital platform available, ensuring enhanced compatibility with other systems and a reduced risk of obsolescence							Feedback from Operational Assurance reviews, ascertaining how successfully crews are adopting and using the system	
Legacy Transformation	Ops Intelligence Ph3	Training package as necessary for staff	Enhanced availability and improved standard of OI, enhancing safety of firefighters and the community at operational incidents.								
Legacy Transformation	Ops Intelligence Ph3	Delivery of training to users and software administrators.	The ability to remove take the operational intelligence onto the incident ground greatly improving the user experience.								

SCOTTISH FIRE AND RESCUE SERVICE

PROGRAMME OFFICE - PROGRAMME DISBENEFITS

PROGRAMME	PROJECT NAME	PROJECT OUTCOME	DIS BENEFIT	START BENCHMARK	EXPECTED REALISATION				MEASURE	REVIEW DATE
					2019/2020	2020/2021	2021/2022	2022/2023		
Service Transformation	Rapid Response Units (RRUs)	Delivery and integration of fully equipped RRUs	CASHABLE Targeted high level investment in RRUs in rural areas will impact upon investment in other fleet and equipment							
Service Transformation	Rapid Response Units (RRUs)		CASHABLE Increased workload for fleet maintenance in terms of new technologies							
Service Transformation	Rapid Response Units (RRUs)		CASHABLE Increased initial training workload for RDS and Training and Employee Development personnel	RDS training requirements (stations not receiving RRUs) & associated training pay for RDS & TED staff					% increase in training Cost increase for RDS training pay & TED staff pay	
Service Transformation	Rapid Response Units (RRUs)		CASHABLE Decreased lifecycle of new vehicles compared to traditional frontline vehicles	Baseline - previous vehicle lifecycle					previous vehicle lifecycle versus the lifecycle of a new RRU.	
Service Transformation	Rapid Response Units (RRUs)		NONCASHABLE Increased workload for fleet maintenance in terms of new technologies						The number of new technology maintenance schedules that have been introduced	
Service Transformation	Rapid Response Units (RRUs)		NONCASHABLE Increased initial training workload for RDS and Training and Employee Development personnel	RDS training requirements (stations not receiving RRUs)					% increase in training	
Service Transformation	Out of Hospital Cardiac Arrest (OHCA)	Collaborative Working	CASHABLE Financial Preparing for an OHCA response capability will have a financial impact on the SFRS, these will come in the form of: Employee costs - Salaries of seconded paramedics and SFRS project manager and co-ordinator. Initial purchase of OHCA equipment - Defibrillators and disposable PPE Maintenance cost of OHCA equipment- Defibrillator pads/batteries, replacement PPE RDS and volunteer initial training costs RDS and volunteer incident costs Fleet costs related to vehicle fuel and additional wear and tear. All of the above costs are detailed in the OHCA business case.							
Service Transformation	Out of Hospital Cardiac Arrest (OHCA)	Increased capacity has potential to save lives and increase OHCA survivability in Scotland	NONCASHABLE Exposure Risk There is the potential for frontline crews to be exposed to blood/body fluids which may present the risk of being contaminated with Hepatitis B. To limit this risk crews will be trained to avoid this risk where possible, wear appropriate PPE and will also be offered immunisation against Hepatitis B. The immunisation programme is being delivered as a project with HR having responsibility for delivering.							
Service Transformation	Out of Hospital Cardiac Arrest (OHCA)		NONCASHABLE Psychological Stress Attending numerous cardiac arrest events may see an increase in the number of SFRS staff accessing counselling services as they are suffering from psychological stress. The OHCA training will discuss the signs and symptoms of psychological stress and the various coping mechanisms and support services available. The SFRS have also recently appointed a contract for providing post traumatic stress support. Occupational health will provide the numbers of staff who have been refereed for counselling due to attending OHCA events. This information will be available through the quarterly joint service report.							
Service Transformation	Safe and Well (S&W)	Creation of a new S&W visit building on HFSV model incorporating wider health and social care considerations in order to support those most at risk across Scotland	CASHABLE Financial cost							
Service Transformation	Safe and Well (S&W)									
Service Transformation	Terms & Conditions	New reward framework and T&Cs	Potential ballot by Rep Bodies and recommendation of rejection, and threat of industrial action							

PROGRAMME OFFICE - PROGRAMME DISBENEFITS

PROGRAMME	PROJECT NAME	PROJECT OUTCOME	DIS BENEFIT	START BENCHMARK	EXPECTED REALISATION				MEASURE	REVIEW DATE
					2019/2020	2020/2021	2021/2022	2022/2023		
Service Transformation	Rural Full Time Posts (RFTP)	Enhancement of training provisions	CASHABLE Recruitment of RFTP's will be offset by rebalancing of existing wholetime resources.							
Service Transformation	Rural Full Time Posts (RFTP)	Increased community safety activities	CASHABLE Investmentwill be required in SFRS infastructure to support RFTP's regarding property and maintenance							
Service Transformation	Rural Full Time Posts (RFTP)	Improvements in RVDS availability and increased resilience								
Service Transformation	Rural Full Time Posts (RFTP)	Improvements in firefighter safety in areas covered by RFTP - holders								
Service Transformation	Youth Volunteer Scheme	To make a positive contribution towards the SFRS commitment to the Scottish Government agenda regarding the year of young people (2018), by delivering a sustainable product for young people across Scotland	Start up and running costs will be an additional pressure on the SFRS budget.							
Service Transformation	Retained & Volunteer Duty System (RVDS)	The project outcome is to develop and improve the RVDS	Additional budget & resources required to deliver options and considerations within the Phase one report	Zero costs					Business Case costs & spend	
Service Transformation - Service Delivery Model Programme	Community Risk Index Model	Production of evidenced based outcomes (Community risk profiling) that would support decisions regarding future SFRS response models. This would also support SFRS responses to potential internal and external challenges regarding changes to SFRS response models.	Project will be measured against outcomes and milestones detailed in project dossier/s.						Risk profiling and scenario planning is scheduled to be complete by March 2021. The benefits realised from this may not be realised until outcomes of the wider SDMP are implemented.	Mar-21
Service Transformation - Service Delivery Model Programme	Demand Based Duty Systems	Phase 1 - An improved distribution of SFRS station and pumping appliance resources across Scotland, which is more effectively aligned with Community Risk Profiles and Service Delivery demands.	Additional budget and resources required to deliver suites of "risk- based options for change" in the SFRS station and pumping appliance distribution.	Zero costs.		Mar-21			SDMP Business Case costs and spend.	Jun-20
Service Transformation - Service Delivery Model Programme	Demand Based Duty Systems	Phase 2 - Suites of "demand based options for change" which offer viable duty systems solutions for each geographical location where scope for improvement has been identified.	Additional SDMP budget and resources required to deliver valid and robust suites of "demand based options for change" in the use of alternative duty systems.	Zero costs.		Mar-21			SDMP Business Case costs and budget spend 2020/2	Mar-21
Service Transformation - Service Delivery Model Programme	Demand Based Duty Systems		Stakeholder perceptions of potential for negative employee impacts and reduced effectiveness of Service Delivery due to the development of "demand based options for change" of SFRS duty systems.	Zero negative communications from stakeholders.		Mar-21			Number and impact of stakeholder complaints/ challenges received stating that "demand based options for change" of SFRS duty systems will have negative impacts.	Mar-21
Service Transformation - Service Delivery Model Programme	Station Appliance Review	The first phase of the project will deliver a report detailing findings and a suite of options for station and appliance distribution in the short, medium and long term.	Disenfranchised employees in areas where resource delivery is altered							
Service Transformation - Service Delivery Model Programme	Station Appliance Review		Additional SDMP budget and resources required to deliver valid and robust suites of "risk- based options for change" in the distribution of stations and pumping appliances.	Zero costs		Mar-21			SDMP Business Case costs and budget spend 2020/21.	Mar-21
Service Transformation - Service Delivery Model Programme	Station Appliance Review		Stakeholder perceptions of potential for negative employee impacts and reduced effectiveness of Service Delivery due to the development of "risk-based options for change" in the distribution of SFRS stations and pumping appliances.	Zero negative communications from stakeholders.					Number and impact of stakeholder complaints/ challenges stating concerns that "risk-based options for change" in the distribution of SFRS stations and pumping appliances will have negative impacts	Mar-21

PROGRAMME OFFICE - PROGRAMME DISBENEFITS

PROGRAMME	PROJECT NAME	PROJECT OUTCOME	DIS BENEFIT	START BENCHMARK	2019/2020	2020/2021	2021/2022	2022/2023	MEASURE	REVIEW DATE
				EXPECTED REALISATION						
Major Projects	Protection of Vulnerable Groups Scheme	Ensure that PVG memberships are in place for all relevant SFRS employees within identified roles to ensure that legal and statutory requirements are met. Additionally, as part of business as usual, a matrix of identified roles will be available for future reference and will be supported on an ongoing basis by relevant HROD policy and processes	Financial cost of PVG Scheme membership for all relevant employees carrying out regulated work.	Baseline - previous expiditure (if applicable) on PVG scheme membership						
Major Projects	Soft FM	The Soft FM project aims to develop a single SFRS solution for the delivery of Soft Facilities Management Services across Scotland using an outsourced service provision. This standard approach will contribute to the Health and Safety of our buildings thus enhancing services and safety to all staff and visitors	Those existing SFRS staff whose jobs are being transferred will require to transfer to the external provider.							
Major Projects	Soft FM		Those existing SFRS staff at locations where the service they provide is to be either materially or completely terminated may find the job on offer with the new provider is not viable for their personal circumstances							
Major Projects	McDonald Road/Museum of Fire	To support the delivery of operational response across the City of Edinburgh (CoE) LSO area and wider East Service Delivery Area and to provide a publicly accessible Museum of Fire and community access facility	Staff may be temporarily displaced to a location that is in general less accessible than the current workplace during the work and potentially after the work has been completed if that function is not returning to the site							
Major Projects	McDonald Road/Museum of Fire		Temporary Accommodation will be required to be made available for staff being decanted from the existing facility. Provision for this has been included within the project budget.							
Major Projects	McDonald Road/Museum of Fire		Relocation and dispersion of the LSO and his team on a temporary basis possibly to a location that is not as accessible as the current one.						A new museum, filled with interesting artefacts being visited by members of the public and local schools	
Major Projects	McDonald Road/Museum of Fire		Considerable disruption to an operational station during the construction works, this will be carefully planned and managed to minimise the impact.							
Major Projects	McDonald Road/Museum of Fire		Loss of training facilities on site for the operational staff during the construction period as space will be at a premium and training facilities will be undergoing replacement/improvement work							
Major Projects	Newbridge Training Centre	Provide a new training facility that enables Scottish Fire and Rescue Service to fulfil that national and regional elements of the agreed operational Training Programme in the East of Scotland	The facility may not be readily accessible to some staff, visitors and the public as there are no public transport links and there is also a lack of footpaths and street lighting. Measures will need to be taken by the SFRS to address these issues as part of the wider strategy for the overall site							
Major Projects	Newbridge Training Centre		Other potential disbenefits may include loss of staff through resignation, due to relocation and/ or travel arrangements not being realistic							
Major Projects	Command & Control Futures	A single CCMS platform with all system operations protocols and staff training required to ensure utilisation of its full functionality.	In achieving the benefits of the Project, it is considered that the outcomes will be positive for the Service. Disbenefits are therefore considered to be negligible.	Legacy arrangements in 3 OC's utilising multiple mobilising, telephony and call-handling platforms.		X			Timely delivery of Project milestones to time, cost and quality against the agreed delivery programme.	31/03/2020
Major Projects	People and Training Systems	The overarching objective of this programme is to ensure that P&TS are developed or procured to interface or be integrated with each other to	Impact on stakeholders to support project due to capacity and conflicting priorities.							
Major Projects	People and Training Systems	The overarching objective of this programme is to ensure that P&TS are developed or procured to interface or be integrated with each other to reduce duplication of effort and errors. A dual benefit of this work is reduced hidden costs	To provide a dedicated transitional project team; This Business Case has been developed with the vision that it is likely to be on the same magnitude as the CCF project. Therefore, a similar project team is suggested							

PROGRAMME OFFICE - PROGRAMME DISBENEFITS

PROGRAMME	PROJECT NAME	PROJECT OUTCOME	DIS BENEFIT	START BENCHMARK	EXPECTED REALISATION				MEASURE	REVIEW DATE
					2019/2020	2020/2021	2021/2022	2022/2023		
Major Projects	People and Training Systems	The overarching objective of this programme is to ensure that P&TS are developed or procured to interface or be integrated with each other to reduce duplication of effort and errors. A dual benefit of this work is reduced hidden costs due to economies of scale due to reducing data entry across different solutions.	Costs are currently unknown as procurement of P&TS solutions are in the process of being scoped out, with a range of supplier engagement days planned. However early research indicates that procurement solutions could be system or software based. This decision will require to be scoped out following market research and development of specifications, but regardless this will have an impact on cost, implementation, integration, interface and ability to amend processes following procurement.							
Legacy Transformation	Ops Intelligence Ph3	Procurement exercise for hardware and installation services	Significant spend will be required to facilitate the national rollout including the procurement of tablet computers, docking stations and the associated installation costs							
Legacy Transformation	Ops Intelligence Ph3	A fitting schedule for appliance								
Legacy Transformation	Ops Intelligence Ph3	Implementation team developed and in place to support OI national rollout								
Legacy Transformation	Ops Intelligence Ph3	Contract or formal arrangement in place for ongoing maintenance								
Legacy Transformation	Ops Intelligence Ph3	Training package as necessary for staff								
Legacy Transformation	Ops Intelligence Ph3	Delivery of training to users and software administrators.								

PROJECT NAME	BENEFITS RECEIVED
SERVICE TRANSFORMATION	
ST0001: Terms & Conditions	✓
ST0002: Rapid Response Units	✓
ST0003: Rural Full Time Posts	✓
ST0004: Cadet Scheme	✓
ST0008: Mass Casualty Events*	✗
ST0009: OHCA/EMR	✓
ST0011: Safe & Well	✓
SERVICE TRANSFORMATION/SDMP	
ST0017: SFRS Community Index Model	✓
ST0013: Demand Watch Duty System	✓
ST0014: Urban on Call Ph1	Merged with DWDS
ST0015: Station/Appliance Review	✓
ST0016: RVDS Strategy	✓
MAJOR	
MP0001 Command & Control Phase 2 Platform	✓
MP0002: Training Facilities Newbridge	✓
MP0003: Soft Facilities Management	✓
MP0006: McDonald Road Redevelopment_ Museum of	✓
MP0009 Protected Vulnerable Groups Scheme	✓
MP0005: Training and Employee Development Delivery	✗
MP0008: People and Training Systems	✓
LEGACY	
SA2.1.5 Operational Intelligence Ph3	✓

PORTFOLIO OFFICE
HIGH LEVEL BENEFITS MAP

PROGRAMME	PROJECT	1. We are a more agile Service that is designed to better meet the changing risks facing Scotland	2. We have strengthened our contribution to the prevention and reduction of unintentional harm in Scotland's communities	3. We have strengthened our contribution to building the resilience of Scotland's communities	4. We are a more efficient and productive organisation in how we use our skills, capabilities and resources	5. We are highly trusted by staff, partners, communities, and other stakeholders in all that we do, including delivering safe and planned changes to the Service
SERVICE DELIVERY MODEL PROGRAMME		✓	✓	✓	✓	✓
	COMMUNITY RISK INDEX MODEL	✓		✓		
	STATION APPLIANCE REVIEW	✓	✓	✓	✓	✓
	DEMAND WATCH DUTY SYSTEM	✓	✓	✓	✓	✓
SERVICE TRANSFORMATION PROGRAMME	RETAINED VOLUNTEER DUTY SYSTEM	✓	✓	✓	✓	✓
	YOUTH VOLUNTEER SCHEME	✓	✓	✓	✓	✓
	OUT OF HOSPITAL CARDIAC ARREST (OHCA) PROJECT	✓		✓	✓	✓
	SAFE & WELL	✓	✓		✓	✓
MAJOR PROJECTS PROGRAMME	COMMAND & CONTROL FUTURES	✓	✓	✓	✓	✓
	MACDONALD ROAD & MUSEUM OF FIRE	✓	✓	✓	✓	✓
	WEST ASSET RESOURCES CENTRE	✓	✓	✓	✓	✓
	PROTECTION OF VULNERABLE GROUPS (PVG) SCHEME					✓
	EMERGENCY SERVICES NETWORK IMPLEMENTATION					
PEOPLE, TRAINING, FINANCE AND ASSET SYSTEMS PROGRAMME	PEOPLE, TRAINING, FINANCE AND ASSET SYSTEMS PROGRAMME	✓			✓	✓

Gateway Review Recommendation No.1	Review the Stakeholder Engagement Strategy to provide clarity of messaging and a shared vision of what SFRS will look like in the short, medium and long term.				
Status	Essential		**Report Reference Section**		2
SFRS Proposed Action		**Lead Officer**	**Expected Completion date**	**RAG Status**	**Monitoring Location**	**Comments**

	SFRS Proposed Action	**Lead Officer**	**Expected Completion date**	**RAG Status**	**Monitoring Location**	**Comments**
R1/1	Future Vision Communication and Engagement paper for approval to SLT	Mark McAteer	31/07/2020	Completed	Senior Management Board	Paper outlining the Future Vision of SFRS
R1/2	Future Vision Communication and Engagement paper to SFRS Board	Mark McAteer	31/08/2020	Completed	Senior Management Board	Paper outlining the Future Vision of SFRS
R1/3	Hold stakeholder engagement sessions with personnel across SFRS on the Future Vision	Mark McAteer	30/09/2020	Completed	Senior Management Board	Engagement sessions have taken place on 22nd, 23rd and 29th September 2020, in addition 16 staff worshops will be delivered between 15th October and 10th Novemebr 2020. All these sessions are designed to gather staff views on the future vision of SRFS.

Gateway Review Recommendation No.2			Review the Benefits Management Strategy to focus effort on portfolio and programme level benefits.			
Interdependences			Recommendation 5 -Restructure and rename all SFRS change activities into a new Portfolio.			
Status			Essential	Report Reference Section		3
SFRS Proposed Action		Lead Officer	Expected Completion date	RAG Status	Monitoring Location	Comments
R2/1	Portfolio Benefits Tracker encompassing programme and Project benefits to be developed	Darren Riddell	Completed		Senior Management Board	Benefits Management Tracker has been developed and is reported on monthly to Senior Management Board. Further work will be done to refine this to enable deeper scrutiny of the benefits

Gateway Review Recommendation No.3		Management of Portfolios training for those key staff that will direct and manage the defining and delivery of the change portfolio.			
Interdependences		Recommendation 5 -Restructure and rename all SFRS change activities into a new Portfolio. Recommendation 4 - Develop project tools to show progress and gateways that provide Executive leads with a clear picture of progress on a page.			
Status		Recommended	Report Reference Section		3

	SFRS Proposed Action	Lead Officer	Expected Completion date	RAG Status	Monitoring Location	Comments
R3/1	Training Needs analysis carried out following restructure of portfolio	Darren Riddell	01/08/2020	Completed	Senior Management Board	TNA development for portfolio office and key positions within organisation.
R3/2	Identification of Training Provider	Darren Riddell	01/08/2020	Completed	Senior Management Board	Training provider will be Elite training who are currently on the SG procurement framework for a Portfolio training requirements.
R3/3	Business Case for funding	Darren Riddell	14/10/2020	Completed	Senior Management Board	Due to restrictions associated with COVID 19, training providers are unable to confirm when face to face training will resume. 14/10/2020 funding allocated to progress training.
R3/4	Training delivered to roles across portfolio	Darren Riddell	14/10/2020		Senior Management Board	MSP Training was delivered in Nov/Dec 2020 for Portfolio Office and Exec Leads. SRO training was delivered in Nov 2020. Executive Lead training is scheduled for end of Jan, Feb and March 2021. Further MSP training will take place for Project/programme managers in March 2021.

Gateway Review Recommendation No.4				Develop project tools to show progress and gateways that provide Executive leads with a clear picture of progress on a page.		
Interdependences						
Status			Essential	**Report Reference Section**		5
SFRS Proposed Action		**Lead Officer**	**Expected Completion date**	**RAG Status**	**Monitoring Location**	**Comments**
R4/1	Develop benefits management tracking and reporting system	Gillian Buchanan	Completed		Senior Management Board	Benefits Management Tracker has been developed and is reported on monthly to Senior Management Board. Further work will be done to refine this to enable deeper scrutiny of the benefits
R4/2	Implementation of a Project Management System	Gillian Buchanan	On Hold		Senior Management Board	Work has been undertaken to design and develop a project management system for the portfolio. This is currently on hold awaiting developer time (which has been impacted by COVID-19), and the outcome of any recommendations from the Strategic Review undertaken by Accenture.

Gateway Review Recommendation No.5	Restructure and rename all SFRS change activities into a new Portfolio				
Interdependences	Recommendation 6 -Establish the SMT as the Executive Board accountable for all BAU and change activity and the prioritisation and deployment of resources				
Status	Critical		**Report Reference Section**		6
SFRS Proposed Action		**Lead Officer**	**Expected Completion date**	**RAG Status**	**Monitoring Location**	**Comments**

	SFRS Proposed Action	**Lead Officer**	**Expected Completion date**	**RAG Status**	**Monitoring Location**	**Comments**
R5/1	Rescope the Programme Office into a Portfolio Management Office	Ross Haggart	31/08/2020	Completed	Senior Management Board	
R5/2	Ensure processes are in place to bring all SFRS significant change projects under the Portfolio Office	Ross Haggart	30/11/2020		Senior Management Board	Matrix and guidance document to be produced by Portfolio Office in line with any recommendations from Strategic Review undertaken by Accenture.

Gateway Review Recommendation No.6		Establish the SMT as the Executive Board accountable for all BAU and change activity and the prioritisation and deployment of resources				
Interdependences		Recommendation 7 - Re-structure (and rename) the TMPC to provide scrutiny and assurance for all change activities. Critical				
Status		Critical		**Report Reference Section**		6
SFRS Proposed Action		**Lead Officer**	**Expected Completion date**	**RAG Status**	**Monitoring Location**	**Comments**
R6/1	Formation of Executive Board.	Ross Haggart	01/03/2020	Completed	Senior Management Board	SMB has undergone a review and amendment to "Term of Reference". This is now the Senior Management Board which acts as Executive Board under the scrutiny of SLT and TMPC.
R6/2	Ensure that BAU, change activity and prioritisation is supported with appropriate resources.	Ross Haggart	02/03/2020	Completed	Senior Management Board	All BAU and change activity undergoes governance at SMB. The membership of the group reflects all functions within SFRS to ensure appropriate resources are allocated.

Gateway Review Recommendation No.7		Re-structure (and rename) the TMPC to provide scrutiny and assurance for all change activities. Critical				
Interdependences						
Status		Critical		**Report Reference Section**		6
SFRS Proposed Action		**Lead Officer**	**Expected Completion date**	**RAG Status**	**Monitoring Location**	**Comments**
R7/1	TMPC "Terms of Reference" change to provide scrutiny and assurance.	Richard Whetton Darren Riddell	15/03/2020	Completed	Senior Management Board	"Terms of Reference" for TMPC have been reviewed and updated to reflect that of a scrutiny and assurance committee.
R7/2	All appropriate change activities to follow the route of governance through SMB and TMPC.	Ross Haggart	30/11/2020		Senior Management Board	Matrix and guidance document to be produced by Portfolio Office in line with any recommendations from Strategic Review undertaken by Accenture.

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Recommendation	Action	Status
Gateway Review Recommendation No.7	Re-structure (and rename) the TMPC to provide scrutiny and assurance for all change activities.	Critical
Gateway Review Recommendation No.6	Establish the SMT as the Executive Board accountable for all BAU and change activity and the prioritisation and deployment of resources	Critical
Gateway Review Recommendation No.5	Restructure and rename all SFRS change activities into a new Portfolio	Critical
Gateway Review Recommendation No.2	Review the Benefits Management Strategy to focus effort on portfolio and programme level benefits.	Essential
Gateway Review Recommendation No.4	Develop project tools to show progress and gateways that provide Executive leads with a clear picture of progress on a page.	Essential
Gateway Review Recommendation No.1	Review the Stakeholder Engagement Strategy to provide clarity of messaging and a shared vision of what SFRS will look like in the short, medium and long term.	Essential
Gateway Review Recommendation No.3	Management of Portfolios training for those key staff that will direct and manage the defining and delivery of the change portfolio.	Recommended

SCOTTISH FIRE AND RESCUE SERVICE
Transformation and Major Projects Committee

Report No: **C/TMPC/05-21**

Agenda Item: **11.1**

Report to:	TRANSFORMATION AND MAJOR PROJECTS COMMITTEE							
Meeting Date:	4 FEBRUARY 2021							
Report Title:	PROGRAMME OFFICE RISK LOG COVER PAPER							
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 Senior Management Board (SMB) and Transformation and Major Projects Committee (TMPC) with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office.

2	Background
2.1	The risk tracking process used by the Portfolio Office is designed to monitor risks that could potentially impact on the successful delivery of Service Transformation, Major Projects and business as usual.
2.2	The risk information within this report has been collated via the submission of project update risk logs.

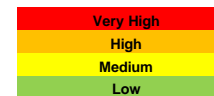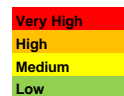| 3	Main Report/Detail
3.1	The total number of Risks being monitored by the Portfolio Office that are showing a red risk or 15 or more is **7**.
3.1.1	There have been 2 additions and 1 removal risks.
3.1.2	**CCF 1.7 Added -** There is a risk that the delay in completing the Airwave Connectivity deliverable negatively impacts on the progress of the UAT, SAT and GO-live implementation plan**.**
3.1.3	**SDMPB 3/004 Added -** Failure to initiate an appropriate Communications and Engagement Strategy. This could be due to lack of resources, timing and sensitivities relating to the SDMP. This could result in ambiguity regarding the SDMP aims and objectives. This could also lead to suspicion and negativity from internal stakeholders in the first instance. This could potentially have a similar effect on external C&E stakeholders.
3.1.4	**CCF1.4** There is a risk that ageing current mobilising system infrastructure becomes less resilient as we await the new CCMS Implementation programme and this impacts on Service Delivery **Removed** -This now sits within Service delivery; it was the risk that related to the resilience of existing Command and Control Mobilising Systems.

3.2	**Command & Control Future:**
3.2.1	**CCF1.1.0** There is a risk that a delay in completion of actions associated with milestone payments by the Provider (following the overall review of the Project timeline) could result in a failure to effectively implement a new Command and Control Mobilising System (CCMS). Risk rating: 15 (previous 15) Control measure: " Financial: Periodic financial monitoring of the supplier (Systel SA) has been increased in frequency and the SFRS head of Finance & Contractual Services (CCF Board Member) provides Board updates regularly. Financial (2): A sub-group has been established to review and verify written submissions from the provider and consider whether evidence submitted is sufficient prior to the payment of any milestone elements. This will then be submitted to the CCF Board for approval along with a completion certificate. Audit/review: The Scottish Government Digital Assurance Office (DAO) completed a stop/go Gate review of the CCMS Implementation in July 2019, awarding an Amber rating. Action plan drafted to address 11 recommendations with 80% action-completion (September 2019) with remaining actions to be completed throughout the project lifespan. Performance management: Weekly performance review sessions (auditable record being maintained) with Systel and PM have been established and monitor deviation and/or failure to deliver to give early warning of issues that may affect delivery. Contingency: A sub-group has been established to consider, mitigate and manage BAU considerations in the event that the supplier fails to deliver.
3.2.2	**CCF1.1.1** Failure to mobilise to an emergency Incident. Current mobilising systems ageing and nearing end of life. Risk rating: 15 (previous 15) Control measure: Procurement process to a technical specification to enable a suitably equipped contractor to be appointed. On appointment of contractor effective detailed design specification, legal contract and then management of contract will ensure delivery of the CCMS Project stated outcomes. This will ensure a resilient call handling system is in place to ensure consistent and effective operational mobilising of SFRS resources. Robust Data cleansing process: • System Suppliers and S&D team to prepare Data Migration plan • Work with System Suppliers to identify and utilise suitable tools to assist with data cleansing and data migration process. • Identify all datasets to be utilised within new CCMS • Ensure robust testing of all datasets prior to migration to new CCMS • Ensure robust testing of all datasets following migration to new CCMS Robust technical specification set out within tender documentation will form the basis for a detailed technical specification (Functional Design Specification) to be agreed between SFRS and appointed contractor within legally binding contract of works. Specialist legal advice to ensure contract is suitable for purpose and will deliver agreed specification. Penalty clauses within contract weighted against contractor to ensure SFRS deliverables are achieved. Comprehensive programme of system testing, including Factory Acceptance Testing, User Acceptance Testing and Site Acceptance Testing.
3.2.3	**CCF1.1.2** There is a risk that the current mobilising systems ageing and nearing end of life results in a failure to deploy required/adequate resources to an emergency incident. Risk rating: 15 (previous 15)

	Control measure: "Procurement process to a technical specification to enable a suitably equipped contractor to be appointed. On appointment of contractor effective detailed design specification, legal contract and then management of contract will ensure delivery of the CCMS Project stated outcomes. This will ensure a resilient call handling system is in place to ensure consistent and effective operational mobilising of SFRS resources. Robust Data cleansing process: • System Suppliers and S&D team to prepare Data Migration plan • Work with System Suppliers to identify and utilise suitable tools to assist with data cleansing and data migration process. • Identify all datasets to be utilised within new CCMS • Ensure robust testing of all datasets prior to migration to new CCMS • Ensure robust testing of all datasets following migration to new CCMS Robust technical specification set out within tender documentation will form the basis for a detailed technical specification (Functional Design Specification) to be agreed between SFRS and appointed contractor within legally binding contract of works. Specialist legal advice to ensure contract is suitable for purpose and will deliver agreed specification. Penalty clauses within contract weighted against contractor to ensure SFRS deliverables are achieved. Comprehensive programme of system testing, including Factory Acceptance Testing, User Acceptance Testing and Site Acceptance Testing."
3.2.4	**CCF1.1.3** There is a risk that the current mobilising systems ageing and nearing end of life results in a failure to successfully resolve an emergency incident. Risk rating: 15 (previous 15) Control measure: As CCF1.1.2
3.2.5	**CCF 1.7** There is a risk that the delay in completing the Airwave Connectivity deliverable negatively impacts on the progress of the UAT, SAT and GO-live implementation plan**.** Risk rating: 16 (previous 12) Control measure: Close monitoring of progress and liaison between SFRS ICT, SFRS Airwave subject matter experts and the owner of the deliverable (Systel / Airwave).
3.2.6	**CCF3.3** There is a risk that the emerging, ongoing and management measures associate with the COVID-19 outbreak results in reduced capacity for the new CCMS programme to be implemented. Risk rating: 15 (previous 15) Control measure: Ongoing liaison with key stakeholders to assess/manage impact. Continued compliance with SFRS operational and Strategic guidance. Consultation with Supplier to identify emerging issues associated with travel of personnel and exposure. Development and enhancement of remote/Skype meetings and training.
3.2.7	**Service Delivery Model Programme:** **SDMPB 4/001** Failure to provide the required resources in order to meet the aims of objectives of the SDMP. Risk rating: 16 (previous 16) Control measure: Futures Vision & RVDS Strategy business cases includes resource requests including ICT software and On Call Support Team respectively. Currently both business cases are subject to approval.
3.3 3.3.1	**SDMPB 3/004** Failure to initiate an appropriate Communications and Engagement Strategy. This could be due to lack of resources, timing and sensitivities relating to the SDMP. This could result in ambiguity regarding the SDMP aims and objectives. This could

	also lead to suspicion and negativity from internal stakeholders in the first instance. This could potentially have a similar effect on external C&E stakeholders. Risk rating: 20 (previous 12) Control measure: C&E business partner has been allocated to programme. Engagement has only taken place internally at middle to strategic management level so far.
4	**Recommendation**
4.1	The TMPC are asked to scrutinise the contents of the current report.
5	**Key Strategic Implications**
5.1 5.1.1	**Financial** There are no direct financial implications associated with this report. Individual projects will monitor their financial status on a regular basis.
5.2 5.2.1	**Environmental & Sustainability** There are no direct environmental or sustainability issues associated with this report.
5.3 5.3.1	**Workforce** There are no direct Workforce issues associated with this report.
5.4 5.4.1	**Health & Safety** There are no direct Health & Safety implications associated with this report.
5.5 5.5.1	**Training** There are no direct training implications associated with this report. Individual projects will communicate with training on a regular basis.
5.6 5.6.1 5.6.2	**Timing** Portfolio Officers will engage with Project Managers regularly to provide support in the monitoring of key aspect of their projects. Updates to TMPC will be quarterly.
5.7 5.7.1	**Performance** The use of the risk register will assist the Portfolio Office and the Project Mangers to monitor their projects more closely whilst ensuing the projects are delivered to time, cost and quality.
5.8 5.8.1	**Communications & Engagement** Programme Officers will engage with Project Managers on a regular basis with updates presented to SMB and TMPC.
5.9 5.9.1	**Legal** This report focuses solely on the introduction of management arrangements to support the delivery of programme objectives once the consultation findings have been considered.
5.10 5.10.1	**Information Governance** Much of the information contained within the risk report/risk tracker will be sensitive in nature. An information Governance review has been undertaken with all findings being benchmarked against SPPC Directorate's Information Security guidance document finding.

	Each project will be assessed as part of the project management process.
5.11 5.11.1	**Risk** The principles adopted align to the direction contained within SFRS Finance and Contractual Services Risk Management policy.
5.12 5.12.1 5.12.2	**Equalities** An Equality Impact Assessment has been undertaken in relation to the Risk Management Policy. Each project will be assessed as part of the project management process.
5.13 5.13.1	**Service Delivery** Each project's impact is monitored at individual project levels.
6	**Core Brief**
6.1	Not Applicable
7	**Appendices/Further Reading**
7.1	Risk Management Policy.

Prepared by:	Joan Nilsen, Programme Officer
Sponsored by:	Paul Stewart, Assistant Chief Officer, Director of Service Development
Presented by:	Gillian Buchanan, Deputy Programme Manager
Links to Strategy and Corporate Values	
The Portfolio Office links into The Risk Management Framework forms part of the Services Governance arrangements and links back to Outcome 4 of the 2019-22 Strategic Plan.	

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Transformation and Major Projects Committee	*4 February 2021*	*For Scrutiny*

Scottish Fire and Rescue Service
Portfolio Office Projects Risk Register
20/01/2021

Report No: C/TMPC/05-21
Agenda Item 11.1

	Very High
	High
	Medium
	Low

Directorate Risk Ref. No.	Date Identified	Directorate Risk Description (including consequence of risk if impacting upon the Service)	Strategic Plan Outcome (1, 2, 3 or 4)	Strategic Plan Objective (1.4, 2.1 etc)	Original Risk Assessment (Assessment at beginning of Financial year)			Existing Controls	Governance and Scrutiny Arrangements		Target Risk Assessment (Assessment at end of Financial year)			Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
					Probability (P)	Impact (I)	Initial Risk Rating		Committee	Executive Board	P	I	Target Risk Rating				
• Outcome1: Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.																	
• Outcome 2: Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.																	
• Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.																	
• Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.																	
CCF1.1.0	30-Sep-19	There is a risk that a delay in completion of actions associated with milestone payments by the Provider (following the overall review of the Project timeline) could result in a failure to effectively implement a new Command and Control Mobilising System (CCMS).	2		3	5	15	**Financial:** Periodic financial monitoring of the supplier (Systel SA) has been increased in frequency and the SFRS head of Finance & Contractual Services (CCF Board Member) provides Board updates regularly. **Financial (2):** A sub-group has been established to review and verify written submissions from the provider and consider whether evidence submitted is sufficient prior to the payment of any milestone elements. This will then be submitted to the CCF Board for approval along with a completion certificate. **Audit/review:** The Scottish Government Digital Assurance Office (DAO) completed a stop/go Gate review of the CCMS Implementation in July 2019, awarding an Amber rating. Action plan drafted to address 11 recommendations with 80% action-completion (September 2019) with remaining actions to be completed throughout the project lifespan. **Performance management:** Weekly performance review sessions (auditable record being maintained) with Systel and PM have been established and monitor deviation and/or failure to deliver to give early warning of issues that may affect delivery. **Contingency:** A sub-group has been established to consider, mitigate and manage BAU considerations in the event that the supplier fails to deliver.	TMPC	SFRS Board	3	5	15	15	Contingency: A sub-group has been established to consider, mitigate and manage BAU considerations in the event that the supplier fails to deliver. This sub group is currently working to develop mitigation and risk-reduction measures in the event the supplier fails to deliver.	ACO John Dickie (SRO) AC Garry Mackay (PM)	7
CCF1.1.1	1-Feb-18	Failure to mobilise to an emergency Incident. Current mobilising systems ageing and nearing end of life.	2		3	5	15	Procurement process to a technical specification to enable a suitably equipped contractor to be appointed. On appointment of contractor effective detailed design specification, legal contract and then management of contract will ensure delivery of the CCMS Project stated outcomes. This will ensure a resilient call handling system is in place to ensure consistent and effective operational mobilising of SFRS resources. Robust Data cleansing process: • System Suppliers and S&D team to prepare Data Migration plan • Work with System Suppliers to identify and utilise suitable tools to assist with data cleansing and data migration process. • Identify all datasets to be utilised within new CCMS • Ensure robust testing of all datasets prior to migration to new CCMS • Ensure robust testing of all datasets following migration to new CCMS Robust technical specification set out within tender documentation will form the basis for a detailed technical specification (Functional Design Specification) to be agreed between SFRS and appointed contractor within legally binding contract of works. Specialist legal advice to ensure contract is suitable for purpose and will deliver agreed specification. Penalty clauses within contract weighted against contractor to ensure SFRS deliverables are achieved. Comprehensive programme of system testing, including Factory Acceptance Testing, User Acceptance Testing and Site Acceptance Testing.	TMPC	SFRS Board	3	5	15	15		ACO John Dickie (SRO) AC Garry Mackay (PM)	7
CCF1.1.2	1-Feb-18	There is a risk that the current mobilising systems ageing and nearing end of life results in a failure to deploy required/adequate resources to an emergency incident. .	2		3	5	15	Procurement process to a technical specification to enable a suitably equipped contractor to be appointed. On appointment of contractor effective detailed design specification, legal contract and then management of contract will ensure delivery of the CCMS Project stated outcomes. This will ensure a resilient call handling system is in place to ensure consistent and effective operational mobilising of SFRS resources. Robust Data cleansing process: • System Suppliers and S&D team to prepare Data Migration plan • Work with System Suppliers to identify and utilise suitable tools to assist with data cleansing and data migration process. • Identify all datasets to be utilised within new CCMS • Ensure robust testing of all datasets prior to migration to new CCMS • Ensure robust testing of all datasets following migration to new CCMS Robust technical specification set out within tender documentation will form the basis for a detailed technical specification (Functional Design Specification) to be agreed between SFRS and appointed contractor within legally binding contract of works. Specialist legal advice to ensure contract is suitable for purpose and will deliver agreed specification. Penalty clauses within contract weighted against contractor to ensure SFRS deliverables are achieved. Comprehensive programme of system testing, including Factory Acceptance Testing, User Acceptance Testing and Site Acceptance Testing.	TMPC	SFRS Board	3	5	15	15		ACO John Dickie (SRO) AC Garry Mackay (PM)	7

Directorate Risk Ref. No.	Date Identified	Directorate Risk Description (including consequence of risk if impacting upon the Service)	Strategic Plan Outcome (1, 2, 3 or 4)	Strategic Plan Objective (1.4, 2.1 etc)	Original Risk Assessment (Assessment at beginning of Financial year)			Existing Controls	Governance and Scrutiny Arrangements		Target Risk Assessment (Assessment at end of Financial year)			Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
					Probability (P)	Impact (I)	Initial Risk Rating		Committee	Executive Board	P	I	Target Risk Rating				
CCF1.1.3	1-Feb-18	There is a risk that the current mobilising systems ageing and nearing end of life results in a failure to successfully resolve an emergency incident. .	2		3	5	15	Procurement process to a technical specification to enable a suitably equipped contractor to be appointed. On appointment of contractor effective detailed design specification, legal contract and then management of contract will ensure delivery of the CCMS Project stated outcomes. This will ensure a resilient call handling system is in place to ensure consistent and effective operational mobilising of SFRS resources. Robust Data cleansing process: • System Suppliers and S&D team to prepare Data Migration plan • Work with System Suppliers to identify and utilise suitable tools to assist with data cleansing and data migration process. • Identify all datasets to be utilised within new CCMS • Ensure robust testing of all datasets prior to migration to new CCMS • Ensure robust testing of all datasets following migration to new CCMS	TMPC	SFRS Board	3	5	15	15		ACO John Dickie (SRO) AC Garry Mackay (PM)	7
CCF 1.7	1-Nov-20	There is a risk that the delay in completing the Airwave Connectivity deliverable negatively impacts on the progress of the UAT, SAT and GO-live implementation plan.	2		3	4	12	Close monitoring of progress and liaison between SFRS ICT, SFRS Airwave subject matter experts and the owner of the deliverable (Systel / Airwave).	CCF Board	TMPC	3	4	12	16	Additional reporting and scrutiny of planning and preparation at CCF Board level (report due Nov 2020). Escalation of delay in Airwave engagement via SG and Home Office.	ACO John Dickie (SRO) AC Garry Mackay (PM)	
CCF 3.3	17-Mar-20	There is a risk that the emerging, ongoing and management measures associate with the COVID-19 outbreak results in reduced capacity for the new CCMS programme to be implemented.	2		5	3	15	TMPC Risk Spotlight conducted (07.05.2020) Comprehensive impact review commissioned by SRO at the April 2020 CCF Board. Ongoing liaison with key stakeholders to assess/manage impact Continued compliance with SFRS operational and Strategic guidance Consultation with Supplier to identify emerging issues associated with travel of personnel and exposure Development and enhancement of remote/Skype meetings and training	TMPC	SFRS Board	5	3	10	15	Contingency: A sub-group has been established to consider, mitigate and manage BAU considerations in the event that the supplier fails to deliver. This sub group is currently working to develop mitigation and risk-reduction measures in the event the supplier fails to deliver. This encompasses the impact arising from COVID-19 mitigation and management measures.	ACO John Dickie (SRO) AC Garry Mackay (PM)	7
SDMPB 4/001	Aug-19	Failure to provide the required resources in order to meet the aims and objectives of the SDMP. Failure to meet timelines and efficiency savings aligned to budgetary forecasting. Could result in financial and reputational damage to SFRS.	4	4.1	4	4	16	Initial resource requirements implemented at programme initiation including secondment of specialist skills. Other resources such as ICT hard and software have been secured via Community Risk Index Model project business case. Support WC post has been advertised. Further resource requirements have been identified and submitted for approval by SLT.	Transformation and Major Projects Committee	Service Delivery Model Programme Board & Senior Management Board	2	4	8	16	Community Risk Index Model & RVDS Strategy business cases includes resource requests including ICT software and On Call Support team respectively. The Community Risk Index Model business case has been approved however the On Call Support team bid was deferred for the time being. Process is underway to secure a project support officer, propose risk remains red until post if filled. Short-term resource for delivering key elements of Phase Two has been identified but not yet secured. These have been requested due to COVID-19 impacts and the programme being tasked out with original brief.	HoF Service Development	5,6
SDMPB 3/004	May-19	Failure to initiate an appropriate Communications and Engagement Strategy. This could be due to lack of resources, timing and sensitivities relating to the SDMP. This could result in ambiguity regarding the SDMP aims and objectives. This could also lead to suspicion and negativity from internal stakeholders in the first instance. This could potentially have a similar effect on external C&E stakeholders.	3	3.4	3	4	12	C&E business partner has been allocated to programme. Engagement has only taken place internally at middle to strategic management level so far.	Transformation and Major Projects Committee	Service Delivery Model Programme Board & Senior Management Board	1	4	4	20	Programme manager is liaising with Communication and Engagement business partner to produce SDMP C&E strategy. This will include key messaging and timelines for internal engagement in the first instance. C&E for external stakeholders will be developed thereafter.	HoF Service Development	1

Step 1:	Probability	Each risk will be assessed based on the likelihood of it occurring within the organisation.

The table below gives some assistance in making this assessment.

Criteria for Evaluating Risk

Probability	Description	Numerical Value	Plain English
1	Very Low – Where an occurrence is improbable or very unlikely	1 in 20,000	Never happended and doubt it will
2	Low - Where an occurrence is possible but the balance of probability is against	1 in 2,000	Has happended before but unlikely
3	Medium- where it is likely or probable that an incident will occur	1 in 200	Will probably happen at some point in the future
4	High- where it is highly probable that an incident will occur	1 in 20	Has happended in recent past and will probably happen again
5	Very High- where it is certain that an event will occur	1 in 2	It's already happening and will continue to do so

Step 2:	Impact	Each risk will then be considered in terms of the impact it may have upon the achievement of key service priorities.

Risks may impact upon a number of different categories but it is the highest impact area that will be chosen in relation to the impact assessment.

RISK ASSESSMENT

Impact	Political	Operational	Financial	Legal& Regulatory Compliance	Reputational/Stakeholder Confidence
1	Effective Strategic Decision making, full engagement by Board and SLT and meeting in full the expectation of Scottish Government and Local Communities	No negative impact on our ability to deliver the service.	no impact on our ability to deliver a balanced budget	no adverse reputational damage to the service	Rumours, with potential for local public/political concern
2	Minor reduction in Board engagement, minimal impact upon achievement of strategic objectives and no adverse comment from SG	There will be a very minimal impact on our ability to deliver the service.	our ability to deliver a balanced budget will be realised with minimal adjustments	Potential unexpected external scrutiny of our activities due to non compliance. Some adverse media attention received.	Some negative Local press interest or Local public/political concern.
3	Question raised over effectiveness of strategic decision making, noticeable impact upon service delivery, critisim by external bodies, partners and sG	There will be a reduction in the ability for us to deliver our services and there may be minor service disruption.	action required to ensure delivery of a balanced budget. Potential adverse impact on service delivery.	Prolonged adverse media attention. Critcism of our service as a result of srutiny by external bodies. Potential legal action.	Limited damage to reputation. Extended negative local press interest. Some regional public/political concern.
4	Ineffective Board engagement, challenge over strategic decision making of SFRS, failure to delvier against agreed priorities and SG critisism and threat of intervention	Service disruption for an extended period. Major consequences.	insufficient finances available to support service delivery	Inneffective governance arrangements identified resulting in Government intervention in the management of the service.	Loss of credibility and confidence in the service. National negative press interest. Significant public/political concern.
5	Failure to deliver against SG prorities, failure of Board and SLT to engage, intervention by SG and external monitoring bodies	Failure to deliver our services	failure to live within our means	failure of the service	Full Public Inquiry. International negative press interest. Major public/political concern.

Step 3:	Risk Assessment Matrix

The outcome of the probability and impact assessment will then be used to determine the overall risk assessment and prioritisation of the risk.
The table below maps your assessment and allows you to sense check each risk against each other - does the assessment feel right when compared to other risks

Probability

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

IMPACT

Step 4:	Risk Appetite

The initial risk assessment identifies the level of risk based upon the controls in place at the time of the assessment.

Risk Appetite considers the level of risk the service is prepared to accept and is set annually by the Board.

Risk Appetite uses your initial impact assessment in Step 2 and maps this against the table below. The outcome will be a box shaded green or red.

Example: you picked operational as the impact category in step 2 with an assessment of 3. Using the table below look at the operational category column and go down to three and it will be green.

If your impact assessment was 5 it would be red. The box for risk appetite is either red or green and no numbers are necessary.

RISK APPETITE					
Impact	Political	Operational	Financial	Legal & Regulatory Compliance	Reputational/Stakeholder Confidence
Averse (1)	Minimal tolerance for taking any decisions or actions that could result in increased parliamentary scrutiny or criticism of the Service	Defensive approach - aim to maintain or protect existing ways of working, rather than to create or innovate. Priority for tight management controls and oversight with limited devolved decision making authority. Resources withdrawn for all non-essential activities. General avoidance of system/technology developments	The key objective is to operate in line with the agreed budget profile. Only willing to accept the low cost option	Avoid anything which could be challenged, even unsuccessfully	Minimal tolerance for any decisions that could lead to increased scrutiny or criticism of the Service
Minimalist (2)	Only tolerant of making decisions that contradict or challenge national or local governments where there is no chance of significant repercussions for the Service	Innovations are always avoided unless essential. Decision making authority held by the SLT. Resources allocated to core business. Only essential systems/technology developments	Only prepared to accept the potential for very limited variance in budget lines. Minimising cost is the primary concern	Want to be very sure the Service would win any challenge	Only tolerant of risk taking where there is no chance of significant repercussions for the Service
Cautious (3)	Only tolerant of making statements or taking decisions that impact on the political arena where the Service has the support of key political stakeholders	Tendency to stick to the status quo. Innovations generally avoided unless necessary. Decision making authority generally held by SLT. Resources are generally allocated to core business. Systems/technology developments limited to those which are essential, unless low risk	Prepared to accept the potential for some variance in budget lines and the potential for some minor underspend/overspend. Value for money is the primary concern, with an emphasis on quality as well as price	Limited tolerance for sticking our neck out. Want to be reasonably sure the Service would win any challenge.	Only tolerant of risk taking where there is limited chance of significant repercussions for the Service
Open (4)	Appetite to take decisions which may expose the Service to additional parliamentary or political scrutiny, but only where appripriate steps have been taken to minimise any exposure	Innovation supported as long as there is a commensurate improvement in management control. Responsibility for non-critical decisions may be devolved. Resources are allocated to capitalise on potential opportunities, not just to deliver our current practises. Systems/techology developments considered where these will enable delivery.	Prepared to take some financial risk by investing in new projects or activities (recognising that this could result in overspend / underspend) as long as appropriate controls are in place. In assessing value for money, quality considerations are weighted more than price	Challenge will be problematic but the Service is likely to win it. The gain will outweigh the adverse consequences.	Appetite to take any decisions which may expose the Service to additional scrutiny, but only where appropriate steps have been taken to minimise any exposure
Risk Seeking (5)	Appetite to take decisions which are likely to expose the Service to additional political, media and parliamentary scrutiny where the potential benefits to the Service outweigh the risks	Innovation pursued, desire to break the mould and challenge working practices. High levels of devolved authority, management by trust rather than tight control. Resources are allocated to areas of work where there are guarantees of success - investment capital type approach. New technologies viewed as a key enabler of operational delivery.	Prepared to take financial risks by investing for the best possible reward, accepting that this brings the possibility of underspend/overspend.	Chances of losing are high and consequences serious. But a win would be seen as a great coup.	Appetite to take decisions which are likely to expose the Service to additional scrutiny, if the potential benefits outweigh the risks

(Red highlighted Section indicates the risk appetite level determined by the Board and SLT)

Scottish Fire and Rescue Service
Aligned TMPC Directorate Risks
January 2021

Original Risk Assessment legend: Very High / High / Medium / Low
Target Risk Assessment legend: Very High / High / Medium / Low

Directorate Risk Ref. No.	Date Identified	Directorate Risk Description (including consequence of risk if impacting upon the Service)	Strategic Plan Outcome (1, 2, 3 or 4)	Strategic Plan Objectives (1.3, 2.1 etc)	Original Risk Assessment (Assessment at beginning of Financial year)			Existing Controls	Governance and Scrutiny Arrangements		Target Risk Assessment (Assessment at end of Financial year)			Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
					Probability (P)	Impact (I)	Initial Risk Rating		Committee	Executive Board	P	I	Target Risk Rating				
SDD001	May 2020	There is a risk that the Directorate is unable to deliver against stated ambitions and requirements. This could be due in part to limited resource and available capacity at a time where the Directorate is still developing and maturing and responding to other concurrent events. Consequences could include lack of clarity and direction for Directorate members. Inability to identify resource requirements, unable to work effectively and efficiently as a Directorate and support wider Service Development.	4	4.1	3	5	15	Existing Functions within Directorate have clear terms of reference and established operating plans. Current and short-term resource requirements have been agreed in terms of annual business case submissions. Existing Functions have robust governanace arrangements in place that support scrutiny, reporting and direction. An Interim Directorate Management Team has been established.	TMPC	Senior Management Board	1	5	5	16	1. Identify, agree and establish longer term Directorate structure including Directorate Management Team.Q4 2020-21 (20%) 2. Produce Directorate Framework and Strategy Document. Q4 2020-21 (5%) 3. Produce Directorate AOP. Q4 2020-21 (5%)	Head of Service Development	1
SDD005/ ICT3	Nov-20	There is a risk that Scottish Government funding for ESMCP will not be forthcoming resulting in the service being unable to resource the ESN implementation project and deliver this key area of change within the required timescales.	4	4.3	3	5	15	Continuing discussion with Scottish Government and close engagement with emergency services partners to influence SG to prioritise funding for ESN implementation.	TMPC	Senior Management Board	2	4	8	15	Further discussion with SG through regular Scottish Strategic meetings on a monthly basis to March 21 (75%). Risk workshop with Reform Collaboration Group Nov. 20 (100%)	Head of ICT	8
SPPC2	Feb 17	A failure to consult and communicate with stakeholders regarding service change resulting in unsupported and poorly defined change activity.	4	4.2	3	4	12	Communications and Engagement Principles and planning framework have been presented to TMPC. Communications and Engagement officers will be allocated to projects to provide specific support. On going engagement with partners, government ministers and officials. Key staff have undergone an accredited training course with the Consultation Institute to ensure awareness of good practice when engaging and consulting with stakeholders. A political engagement strategy has been developed and approved.	TMPC	Senior Management Board	2	4	8	15	SO3:17 Implement the recommendations from the internal communications review. (Jun 21) SO3:19 Develop a SFRS Communications and Engagement Strategy for 2021-23. (Mar 21)	Head of Communications and Engagement	8
SDD002	June2020	There is a risk that the Directorate is unable to ensure access to high quality usable data to inform organisational decision making relative to Service Development due to data protection, cost, resources or capability. This could result in failure to achieve objectives in terms of continous improvement, best value positive change.	4	4.3	3	4	12	Strategic Data Analyst has been seconded from North Ayrshire Council for developing Community risk profiling. Relevant community risk data has been purchased or is available through SFRS Data Performance Services,	TMPC	Senior Management Board	3	3	9	12	1. Ongoing creation of Community Risk Index Model (CRIM), Q4 2020-21 (70%) 2. Continued development of the Service Delivery Model Programme Q4,2022-23 (0%) 3. Establish full internal linkage for data available across the SFRS Q4,2021-22 (0%)	Head of Service Development	1
SDD004	May 2020	There is a risk that the Directorates ability to promote, enhance and mainstream an organisational culture of continual development and improvement is impacted due to a lack of resources, skills or knowlegde contributing to an inability to influence culture and promote development and postive change.	4	4.1	3	5	15	Existing structures and processes established ranging from Service Improvement Function to individual career appraisal and development. An Interim Directorate Management Team has been established.	TMPC	Senior Management Board	2	4	8	12	1. Engage with all relevant stakeholders. Q4 2020-21 (30%) 2. Identify, agree and establish longer term Directorate structure including Directorate Management Team. Q4 2020-21 (20%) 3. Produce Directorate Framework and Strategy Document. Q4 2020-21 (5%) 4. Produce Directorate AOP.Q4 2020-21 (5%)	Head of Service Development	7
POD2	25 May 2020	The risk of being unable to plan, resource, deliver and implement programme for replacement of a number of People, Training, Finance and Asset and systems that could result from not having a programme team in place and other resources released to support the programme leading to the systems not supporting SFRS achieve organisational objectives.	4	4.3	3	4	12	Programme Board established and programme risk register created with risks managed by the Board. Approval of funding for creation of a project team Development of project dossier and project brief with key milestones and date outlined. Programme Manager appointed (Start date 4 Jan 2020) Stakeholder engagement sessions are ongoing - Increasing overall engagement with the programme and informing the tender process	TMPC	Senior Management Board	3	4	12	12	Appointment to the wider Programme Team positions (Mar21) Review of Phase 1 timescales outlines in the programme dossier (Mar21)	Head of POD	6
SDD006/ ICT4	Nov-17	There is a risk that we fail to engage with appropriate bodies and partners to manage the replacement of Firelink with ESN due to higher priority commitments. This could impact the resilience of the Firelink network until the replacement ESN network is available.	4	4.3	2	4	8	Close engagement with emergency service partners and Scottish Government in the ESMCP programme to replace Airwave/Firelink. Internal governance in place with appropriate representation across SFRS High level planning in place.	TMPC	Senior Management Board	1	4	4	8	Establishment of Major Project within Portfolio Office and suitably skilled, experienced Project Team to deliver implementation in 2022-2023. (30%) Resource requirements being identified (50%)	Head of ICT	7

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Step 2: **Impact** Each risk will then be considered in terms of the impact it may have upon the achievement of key service priorities.

Risks may impact upon a number of different categories but it is the highest impact area that will be chosen in relation to the impact assessment.

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Step 3: **Risk Assessment Matrix** The outcome of the probability and impact assessment will then be used to determine the overall risk assessment and prioritisation of the risk.

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	1	2	3	4	5
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4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	**2**	**3**	**4**	**5**

IMPACT

SCOTTISH FIRE AND RESCUE SERVICE
Transformation and Major Projects Committee

Report No: C/TMPC/7-21

Agenda Item: 11.3

Report to:	**TRANSFORMATION AND MAJOR PROJECTS COMMITTEE**		
Meeting Date:	**4 FEBRUARY 2021**		
Report Title:	**PORTFOLIO OFFICE RESOURCING**		
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	

1	**Purpose**
1.1	The purpose of this report is to provide the Transformation and Major Projects Committee (TMPC) with an update on the resourcing of the Portfolio Office (PO) as part of the Scottish Fire and Rescue Service (SFRS) progress in setting up to deliver future organisational change programmes.

2	**Background**
2.1	The Service Development Directorate was formed in March 2020 following an internal review of organisational structures. The creation of the new Directorate coincided with the outbreak of the current COVID-19 pandemic and understandably the focus of the organisation was on responding to and mitigating the impacts of COVID-19, whilst ensuring that Operational Service Delivery capability was maintained.
2.2	The timing of the emergence of the pandemic and the focus of the organisation resulted in the new Directorate forming but without a real opportunity to fully define its role and develop a working structure to support that role. As such, an interim and inherited structure was implemented, recognising that at some point in the future, this structure would benefit from review.
2.3	From March 2020 until present, the role of the Directorate has become clearer and more defined, which has resulted in the opportunity to review the current structure and subsequently make [SLT] recommendations on a proposed new structure to fully form the Service Development Directorate, ultimately contributing to meeting the strategic ambition of the organisation.
2.4	External consultants were appointed in June 2020 to access SFRS ability to deliver change. Several workshops were held with key stakeholders and a report submitted to SLT and SFRS Board with recommendations. A key recommendation of the Strategic Review highlighted a requirement for the SFRS to focus on 'Setting up to Deliver'.

	Main Report/Detail
3.1	A draft Service Development Directorate Structure has been developed by the current Directorate Management Team (DMT). The structure was formed taking account of the outcomes from the recent Scottish Government Gateway review of the SFRS Portfolio Office, combined with the 'lived' experience of the current PO staff and the knowledge and understanding of the DMT. In addition, the evidence from the external consultancy work [Strategic Review] has also informed the thinking in developing the draft structure.

3.2	It is recognised that the SFRS commissioned the external consultant to examine the strategic ambition of the organisation in relation to improvement and change as well as the organisational ability to deliver against the ambition. The recommendations within the subsequent report revolved around two specific areas namely; *Setting up to Deliver and, A Path to the Future.*
3.3	With this in mind, the Service Development Directorate commenced an initial review of existing PO structures. As part of this review the requirement for additional resources were identified at a senior level within the PO. In this regard, SLT have authorised the addition of two key roles within the PO. These roles, Head of PO and Programme Manager are currently out to advert with a closing date of 8/9 February 2021 respectively. It is expected the new members of the team will commence employment in early April 2021.
3.4	There is a further immediacy of need to review the current Directorate structure to ensure the existing in-flight projects and programmes can be suitably supported and successfully progressed. The draft proposed Service Development structure is sub-divided into two key areas, namely: • Change Management • Change Modelling/Delivery
3.5	It is the intention of the Director of Service Development to continue researching the draft structure however, the input of the soon to be appointed Head of Function and Programme Manager is vital in determining the resource requirements in the longer term. The impact of the vision and strategic direction of the SFRS will also clearly impact on the size and scale of the future organisational change programme.
3.6	The ambition of the draft structure is to create a core central team which focuses on supporting and enabling SFRS Programme and Project Managers. This will include the creation of consistent methodologies, systems and processes through a blended approach of both permanent and seconded staff. In addition to structural elements, the Head of Function and wider PO team will scope out work associated with high level planning, benefits realisation, performance management and success criteria.
3.7	In adopting this approach, the Directorate will seek to provide a wraparound model, where all the required resource in terms of skills and capacity is available to deliver against stated objectives, whilst at the same time operating as a source of guidance and information to the wider organisation as required.
3.8	**APPROACH** The overarching intention is for the SFRS to create a centrally located repository for advice, counsel, support, effective governance and, an overall consistency of application across all major projects within the organisation.
3.9	The creation of an assurance function is also identified in order to apply quality control to all change elements and ultimately provide an internal assurance of change processes through measuring and reporting against stated objectives, methodology and expected outcomes. This will be augmented by a quality assurance and change training capability which, will support the ethos that all those within the Directorate are suitably trained and skilled to deliver against their respective roles. However, the training capability will also be utilised to deliver appropriate change training across the wider organisation thereby creating a network of change agents.
3.10	Change Modelling/Delivery will include the resources with responsibility for creating the momentum, delivering the change processes and providing routine updates on progress, i.e. the Programme Managers, Project Managers and Project Support Officers. Included

	within this part of the structure is the proposed specialist change modelling and analysis capability as well as the specialist functional support roles.
3.11	The Strategic Change Modelling capability is an important element of the proposed Directorate structure. This element would contain the 'technical' element of modelling which would include spatial plotting, mapping, data analysis and business change analysis. This capability will be deployed across the whole structure as these roles are essential in the pre, during and post phases of any project.
3.12	It is acknowledged that the structure will require the grading of posts and the application of financial analysis before any final decision can be made. Therefore, at this time, the proposal was approved in principle by SLT, whilst recognising that the introduction of any agreed structure would need to be delivered in stages and on a prioritised basis, whilst taking cognisance of known and anticipated budgetary constraints.
3.13	The decision to 'Set up to Deliver' on a largely internal basis will require a phased approach and for the Directorate to suitably assess and sense check the direction of travel on a periodic basis.

4	**Recommendation**
4.1	The Committee is asked to note the report.

5	**Key Strategic Implications**
5.1 5.1.1	**Financial** There is likely to be a financial impact as the Service Development Directorate increases resources within the Portfolio Office. At this time it is not possible to define the financial impact, however a detailed financial analysis will be carried before any final decisions are made.
5.2 5.2.1	**Environmental & Sustainability** There are no direct environmental or sustainability issues associated with this report at this stage.
5.3 5.3.1	**Workforce** It is not possible to define the extent of this at this stage, however further clarity will be provided when resource proposals are submitted to SLT for approval.
5.4 5.4.1	**Health & Safety** There are no direct Health & Safety implications associated with this report.
5.5 5.5.1	**Training** There are no direct key strategic training implications associated with this report.
5.6 5.6.1	**Timing** The initial employment of a Head of Portfolio Office and a Programme Manager has commenced and will be complete by April 2021.
5.7 5.7.1	**Performance** The provision of the resources identified within this report will enhance capability and capacity, ultimately delivering improved performance across the Service Development Directorate
5.8 5.8.1	**Communications & Engagement** There are no direct communication and engagement implications associated with this report.

5.9 5.9.1	**Legal** There are no direct legal implications associated with this report.
5.10 5.10.1	**Information Governance** There are no direct information governance implications associated with this report.
5.11 5.11.1	**Risk** An inability to suitably resource the Service Development Directorate presents a risk that there will be insufficient capability and capacity available, potentially resulting in project failures or extended project timelines.
5.12 5.12.1	**Equalities** There are no direct equalities implications associated with this report at this stage.
5.13 5.13.1	**Service Delivery** There are no direct service delivery implications associated with this report at this stage.
6	**Core Brief**
6.1	Not Applicable
7	**Appendices/Further Reading**
7.1	None

Prepared by:	Gillian Buchanan, Portfolio Office
Sponsored by:	Paul Stewart Assistant Chief Officer, Director of Service Development
Presented by:	Paul Stewart Assistant Chief Officer, Director of Service Development

Links to Strategy and Corporate Values

Outcome 1 Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.

Outcome 2 Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.

Outcome 4 We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Transformation and Major Projects Committee	*4 February 2021*	*For scrutiny*

TRANSFORMATION AND MAJOR PROJECTS COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
6 MAY 2021	• Chair's Welcome • Apologies • Consideration/ Decision Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • SMB Action Log • Service Transformation Projects • Major Projects • General Reports • Command & Control Futures (Written update) • Strategic Review (Accenture) • Risk - Risk Tracker & Strategic Risk Register • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting		**Service Transformation Projects** • Dashboard • New Watch Duty System (An update report in 12 months time on benefits implementation – Aug 19) **Major Projects** • Dashboard **General Reports** •	**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •	**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •

TRANSFORMATION AND MAJOR PROJECTS COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
5 AUGUST 2021	• Chair's Welcome • Apologies • Consideration/ Decision Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • SMB Action Log • Service Transformation Projects • Major Projects • General Reports • Command & Control Futures (Written update) • Strategic Review (Accenture) • Risk - Risk Tracker & Strategic Risk Register • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting		**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •	**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •	**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •

TRANSFORMATION AND MAJOR PROJECTS COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
4 NOVEMBER 2021	• Chair's Welcome • Apologies • Consideration/ Decision Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • SMB Action Log • Service Transformation Projects • Major Projects • General Reports • Command & Control Futures (Written update) • Strategic Review (Accenture) • Risk - Risk Tracker & Strategic Risk Register • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting		**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •	**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •	**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •

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3 FEBRUARY 2022	• Chair's Welcome • Apologies • Consideration/ Decision Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • SMB Action Log • Service Transformation Projects • Major Projects • General Reports • Command & Control Futures (Written update) • Strategic Review (Accenture) • Risk - Risk Tracker & Strategic Risk Register • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting		**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •	**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •	**Service Transformation Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •