PUBLIC MEETING - TRANSFORMATION AND MAJOR PROJECTS COMMITTEE

THURSDAY 6 MAY 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: 4 FEBRUARY 2021 (*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/MAJOR PROJECTS
8.1   Dashboard (*attached*)   *G Buchanan*
    -    PVG Scheme – Change Request and Updated Dossier *(attached)*   *R Haggart*
    -    McDonald Road – Change Request *(attached)*   *R Haggart*
    -    Out of Hospital Cardiac Arrest - Closing Report *(attached)*   *R Hall*

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.

| 8.2 | Rapid Response Unit and Rural Full Time Posts Project Evaluation – Combined Actions Plans *(attached)* | *P Stewart* |
| 8.3 | New Watch Duty System - Post Project Evaluation Scope *(attached)* | *R Haggart* |

9 GENERAL REPORTS

9.1	Benefits Management Tracker *(attached)*	*G Buchanan*
9.2	Gateway Review Action Plan *(attached)*	*G Buchanan*
9.3	Spotlight on Project Resources *(attached)*	*P Stewart*

10 RISK

10.1	Portfolio Office Risk Log/Tracker *(attached)*	*G Buchanan*
10.2	Strategic Risk Register *(attached)*	*P Stewart*
10.3	Spotlight – SR6 *POD002 Replacement Programme (attached)*	*P McGovern*

11 COMMITTEE ROLLING FORWARD PLANNING   *F Thorburn*

| 11.1 | Committee Forward Plan *(attached)* | |
| 11.2 | Items for Consideration at Future IGF, Board and Strategy Day meetings | |

12 REVIEW OF ACTIONS   *A Cameron*

13 DATE OF NEXT MEETING
Thursday 5 August 2021 @ 1000 hrs

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 4 FEBRUARY 2020
(*attached)*   *F Thorburn*

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

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

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

16 TERMS AND CONDITIONS CLOSING REPORT *(attached)*   *R Haggart*

The Committee is asked to scrutinise the report.

17 COMMAND AND CONTROL FUTURES (CCF) PROJECT – IMPLEMENTATION OF A NEW COMMAND AND CONTROL MOBILISING SYSTEM (CCMS); UPDATED PROJECT DOSSIER AND PROJECT CHANGE REQUEST (*attached*)   *G Mackay*

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 4 FEBRUARY 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)	Marieke Dwarshuis, Deputy Chair (MD)
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
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
David Farries (DF)	Deputy Assistant Chief Officer, Head of Operations
George Lindsay (GL)	HROD Manager (Item 9.4 only)
Gary Belfield (GBe)	ICT Technical Strategy Manager (Item 9.2 only)
Stuart Chalmers (SC)	ICT Business Services Manager (Item 9.2 only)
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Heather Greig	Board Support Executive Officer
Paul McGovern	People, Training, Finance and Assets Programme Manager

1   WELCOME

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

2   APOLOGIES

Darren Riddell, Area Commander Portfolio Manager
Richard Whetton, Head of Governance, Strategy and Performance

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

3.1   The Committee agreed that the Periodic Update: Command and Controls Futures (CCF) Project (Agenda item 17) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E). It was agreed that future CCF projects updates would be heard in the public session and, if appropriate, any specific commercial sensitivities would be heard in private session.

3.2   No further private items were identified.

4   **DECLARATION OF INTERESTS**

4.1   None

5   **MINUTES OF PREVIOUS PUBLIC MEETING: 5 NOVEMBER 2020**

5.1   Minor typographical errors were noted and agreed:

5.1.1   **Subject to the above amendment being made, the minutes of the meetings held on 5 November 2020 were approved as a true record of the meeting.**

5.2   **Matters Arising**

5.2.1   None

6   **ACTION LOG**

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

    Item 7.2.6 Service Transformation Projects ST00009 OHCA/EMR (06/08/2020) – Following discussions, it was agreed that this action would remain open until the closing report was presented. It was acknowledged that events had overtaken the requirement for an updated business case and costs to be presented. Due date to be revised to May 2021.

    Item 7.4.2 RRU Project Review/Evaluation (06/08/21) – Due date to be revised to May 2021.

    Item 9.2.7 Major Projects Command and Control Futures – Change Request and Updated Dossier (05/11/20) – Due to potential sensitivities, the Committee requested further clarification on the activities/issues affecting the Service mobilising system over the bonfire period to be provided in the private session. Following this clarification (in private session), it was agreed that this action would remain closed.

6.2   Within future updates, the Committee requested that should any original due date not be met; a brief explanation be provided within the position statement.

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   GB presented the Service Transformation Programme Dashboard, noting that all projects were currently showing Green and briefed the Committee on the projects updates being presented.

8.1.2   The Committee queried what risk was being highlighted by the statement "the impact of new terms and conditions (T&C) for uniformed staff". It was recognised that several projects were reliant on the new T&Cs which had not been agreed. It was clarified that the risk statement should read "the impact of the lack of new Terms and Conditions".

                                 ACTION: GB

8.1.3   In relation to Mass Casualty Event project, the dashboard indicates that this was on hold, therefore was potentially not being progressed by the Service and addressed by the Committee. RH acknowledged the potential for this to be misinterpreted and noted that these arrangements continued to be an area of focus and scrutiny for the Service Delivery Committee. RH advised that the portfolio was currently being reviewed and all Service Transformation projects, with the exception of Safe and Well, would be terminated or closed. The revised dashboard would be presented at the next meeting (May 2021).

8.1.4   For assurance purposes, progress on key milestones being achieved within the period of the report should be included in future dashboard reports.

ACTION: GB

8.1.5   **The Committee noted the report.**

8.2   **Service Delivery Model Programme (SDMP) Update**
8.2.1   JMacD updated the Committee on recent progress including the completion of potential scope of change report which had previously been shared with the SLT and Board. This was a high-level assessment of the Service portfolio. The Committee were given assurance, when looking at the scale of change, that a clear process would be followed, which included

- Understanding profile of risk across the Scotland in order to accurately baseline any potential options for change.
- Operationally model any potential options to assess their viability.
- Impact assessments in terms of the equality impact on people and operational ability to maintain resilience and deliver service. A detailed business case for each individual option would also be required.
- Formal consultation process.

8.2.2   JMacD noted that the further work would be required to develop the potential scale of change. The importance of legal compliance and best practice regarding public consultation was recognised. Due to a number of interdependent projects ie Unwanted Fire Alarm Signals (UFAS), running alongside the SDMP, a review of the wider change portfolio timelines was being undertaken. The impact of these interdependent projects would need to be understood before seeking to take forward any proposed SDMP changes.

8.2.3   JMacD informed the Committee that the Community Risk Index Model (CRIM) was on scheduled for completion by the end of March 2021 and the validation process with Edinburgh University was well advanced. An initial baseline CRIM for the East Service Delivery Area had been produced and had provided assurance that the risk assessment/profiling was accurate. This would enable the Service to target resources appropriate for both prevention and interventions activities.

8.2.4   JMacD advised the Committee that ORH Ltd had been appointed as consultant for operational modelling and noted their positive feedback on the level of information being used by the Service. He noted that the external validation from both Edinburgh University and ORH would help support and evidence the processes being applied by the Service should there be any future external scrutiny.

8.2.5   JMacD noted that the next steps included the planning both internal and external engagement and noted the recruitment for a dedicated full-time co-ordinator position to support the project.

8.2.6   The Committee commented on the risk associated with the communications and engagement elements. PS advised the Committee that the communications and engagement risk was a key component by the SMDP. A paper would be presented to the Strategic Leadership Team to discuss the staffing requirements including the recruitment of the co-ordinator role and the links to the wider Communications and Engagement function. He reminded the Committee of the 3 future consultations (Future Vision, UFAS and SDMP) which would be undertaken and noted the revised timelines would assist the Service to manage the process around the SDMP. Given the importance of this area, the Committee requested that as soon as practical the communication and engagement plan be presented for scrutiny and assurance purposes.

8.2.7   The Committee commented on the importance of understanding the level of existing communication within local areas and building on this foundation. Also, the importance and benefits of engagement with local communities being undertaken by local teams. JMacD assured the Committee that, from a SDMP perspective, the knowledge and support from the Local Senior Officer's and their teams was essential to understand the local area's needs and requirements.

8.2.8   It was confirmed that the updated timeline would be presented to the Board on 25 February 2021.

8.2.9   **The Committee noted and welcomed the update.**

8.3   **Retained and Volunteer Duty System – Change Request and Updated Dossier**
8.3.1   DF presented the Change Request and updated dossier to the Committee noting that the Retained and Volunteer Duty System (RVDS) project had been extracted from the wider SDMP into the Operations function. This would improve alignment with other existing RVDS improvement workstreams, support successful delivery of project objectives and raise the profile of RVDS recruitment, retention and working practices. A Liaison Officer had been appointed to ensure any links with the wider SDMP and updates to the projects were maintained and identified.

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

8.4   **Safe and Well - Change Request and Updated Dossier**
8.4.1   AP presented the Change Request and Updated Dossier noting the involvement of ICT in the development of the Safe and Well ICT system following the reallocation of capital funds. An additional milestone for the finalisation of the ICT system build (February 2021) had now been included. The final build would take account of the improvements and refinements identified through the analysis of the initial build and engagement with Community Action Team/LSO teams.

8.4.2   AP advised the Committee that he was not aware of any implications for the People, Training, Finance and Assets System project.

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

        (A Perry left at 1115 hrs)

9   **MAJOR PROJECTS**
9.1   **Major Projects Dashboard**
9.1.1   GB presented the Major Projects Dashboard, noting exceptions were being reported on Command and Control Future project showing Amber for time, cost and quality; McDonald Road Refurbishment project showing Amber for time, cost and skills &

resource due to COVID restrictions; Protection of Vulnerable Groups project showing Red for time and cost and Amber for skills and resource; Emergency Service Network project showing Amber for time and Red for cost; and the People, Training, Finance and Asset project showing Amber for skills and resource

9.1.2   The Committee commented on the benefit of expanding on the information being provided within the covering report to assist them to identify and focus on the important issues. GB noted the comment and would reflect this in the next iteration of the report. GB advised that this forms part of the wider development of the Portfolio Office and future reporting would be via management system rather than a manual process.

9.2   **Emergency Services Network/ESMCP – Implementation Dossier**
9.2.1   PS reminded the Committee that the Emergency Services Network (ESN) was a UK Government led project and the Service continued to seek assurances from Scottish Government on the financial arrangements.

9.2.2   PS presented the updated project dossier to the Committee noting the implementation date has been deferred to 2023 and provided a brief overview of the project.

9.2.3   The Committee sought assurance on how the new Command and Control Mobilising System (CCMS) would integrate with the new ESN system. JD informed the Committee that Systel were working with the Home Office to deliver the ESN software. He also confirmed Systel's existing working relationship with South Yorkshire Fire and Rescue Service, who were the pilot site for the ESN project. JD noted that regular updates were provided at the Command and Control Future (CCF) Board on Systel and the ESN programme, and he does not foresee ESN impacting on the CCF Programme.

9.2.4   The Committee noted that the project risk controls were primarily beyond the scope of the Service and sought assurance that the Service were being as pro-active as possible in this regard.

9.2.5   The Committee were informed that the financial business case had not yet been received by the Service and this was outwith the Service's control. The Service were regularly engaging with Scottish Government and would continue to collate initial and potential reoccurring costs incurred. Procurement processes for equipment would be lead at a national project level. The Committee were reminded that Scottish Government were responsible for funding the project, however some costs would be borne by the Service.

9.2.6   **The Committee noted the updated dossier and verbal update.**

9.3   **West Asset Resource Centre – Change Request**
9.3.1   GB presented the Change Request noting one technical change due to the installation of a 10-tonne crane no longer being required. There was no impact on the project timeline and would reduce the (Stage 2 construction) costs by £97K.

9.3.2   **The Committee noted the Change request.**

9.4   **Protection of Vulnerable Groups Scheme – Change Request and Updated Dossier**
9.4.1   GL presented the Change Request and Updated Dossier to the Committee and outlined the reasons for the 6-month extension period (September 2021) and the measures put in place to address these; the scope of the project to be extended to include all uniformed employees and appointment of new Project Manager.

9.4.2   Due to the lower than anticipated applications being processed, a potential underspend has been identified and highlighted to Finance.

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

(G Lindsay left at 1145 hrs)
(The meeting broke at 1145 hrs and returned at 1155 hrs.)

10   GENERAL REPORTS
10.1   **Benefits Management Tracker**
10.1.1   GB presented the Benefit Management Tracker to the Committee to provide an overview for the business change initiatives and noted its ongoing development by the Portfolio Office and Project Managers.

10.1.2   In relation to the inclusion of detailed cost benefits, GB advised the Committee of the intention to develop a more robust benefit management tracking system. This forms part of the wider review and restructure of the Portfolio Office. Due to the current recruitment of 2 keys roles, the timescale for the completion of the revised benefits management system had still to be determined.

10.1.3   The Committee commented on the benefit of highlighting any changes being made to the tracker to ensure appropriate attention can be given to them.

10.1.4   In relation to highlighting revisions within project documentation, RH agreed that this should be applied in a consistent manner.

10.1.5   In order to strengthen the Senior Management Board awareness, RH advised the Committee that a review of the financial aspects of projects was being undertaken. He reiterated the intention for additional financial information to be included in the benefits management tracker. He acknowledged the previous weaknesses in this area and respectfully asked the Committee for their forbearance when reviewing longstanding projects.

10.1.6   Following the appointment of the Head of Function and Programme Manager posts, new processes would be developed and introduced, however this would continue to be an iterative process regarding benefits management.

10.1.7   **The Committee noted the update report.**

10.2   **Gateway Review Action Plan**
10.2.1   GB presented the Gateway Review Action Plan update report to the Committee and advised that this continued to be developed and updated. The Committee were advised of the training delivered for the various roles across the portfolio.

10.2.2   The Senior Management Board continued to monitor progress and give due regard to the action plan; however, this would eventually be superseded once the Service's Long-Term Vision was agreed by the SFRS Board.

10.2.3   The Committee noted the significant progress being made against all recommendations

10.2.4   **The Committee noted the report.**

11   RISK
11.1   **Portfolio Office Risk Log**
11.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office and noted that updates had been provided earlier in the meeting on both the CCF and SDMP. The following key areas were highlighted:

- Seven risks recording ratings of 15 or more.
- Two new risks added (CCF1.7 and SDMP 3/004).
- One risk removed (CCF1.4). Now realigned to Service Delivery due to risk referring to day to day (business as usual) management of the legacy system.

11.1.2 It was clarified that Risk CCF1.1.1 would remain on the Portfolio Office Risk Register as the risk referred the failure to mobilise due to the legacy system with the mitigation being the implementation of a new mobilising system.

11.1.3 The Committee commented on the similarity between the risks CCF1.1.1, CCF1.1.2 and CCF1.1.3 and requested that this be reviewed for the next iteration of the report.

11.1.4 The Committee commented on the potential separation of risk CCF1.1.0 into the 2 individual risks. JD noted the comment and would consider whether any action was required.

11.1.5 **The Committee noted the report.**

11.2   **Strategic Risk Register**
11.2.1 PS presented the Aligned TMPC Directorate Risks to the Committee noting the revised format and noted that some risks had been discussed earlier in the meeting.

11.2.2 **The Committee noted the report.**

11.3   **Spotlight – Portfolio Office Resourcing**
11.3.1 PS presented a report to the Committee providing an update on the resourcing of the Portfolio Office (PO) as part of the Service's progress in setting up to deliver future organisational change programmes. The following key areas were highlighted:

- Impact of COVID on the newly formed Service Delivery Directorate's ability to define its role and structure.
- Outcomes of the Strategic Review including setting up to deliver and a path to the future.
- Current recruitment of critical key posts - Head of Function and Programme Manager.
- Review of management and processes from inflight projects and programme.
- Plan for the Plan's key areas of focus would include benefit trackers, development of process/systems, ensuring consistency of approach, knowledge management/ learning.
- Initial consideration has been given to the restructure of the wider Portfolio Office structure.

11.3.2 The Committee welcomed the progress to date, the recruitment of key personnel within the function and the ultimate outcome of the Service being aware of and effectively manage the true cost of change including resources ie SRS and non SFRS people deployed on projects.
11.3.3

        The Committee noted the report.

12   COMMITTEE ROLLING FORWARD PLAN
12.1   **Committee Forward Plan**
12.1.1 The following was noted:
- RRU Evaluation Plan (May 2021)

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 2 formal actions were recorded during the meeting.

14   DATE OF NEXT MEETING
14.1   The next meeting is scheduled to take place on Thursday 6 May 2021 at 1000hrs.

14.2   There being no further matters to discuss, the public meeting closed at 1237 hrs.

PRIVATE SESSION - STARTED AT 1245 HRS

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 completed actions.

16.2   With regard to Item 9.2.7 Major Projects Command and Control Futures – Change Request and Updated Dossier (05/11/20) recorded on the public action log, the Committee were provided with clarification and it was agreed that this action would remain closed.

17   PERIODIC UPDATE: COMMAND AND CONTROL FUTURES PROJECT – (PHASE 2) IMPLEMENTATION OF A NEW COMMAND AND CONTROL MOBILISING SYSTEM (CCMS)
17.1   JD presented a report to the Committee providing overview of the CCMS project timeline, progress against milestone payment schedule and the continued management of any contingency impacts (including but not limited to) COVID-19 mitigation measures.

17.2   The Committee discussed the overall progress being made, impact of issues and concerns and potential mitigating actions. A joint CCMS workshop with the Service Delivery Committee was scheduled on 11 March 2021.

TRANSFORMATION AND MAJOR PROJECTS COMMITTEE – ROLLING ACTION LOG

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 5 actions. A total of 4 of these actions have been completed.

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

TRANSFORMATION AND MAJOR PROJECTS COMMITTEE
ROLLING ACTION LOG

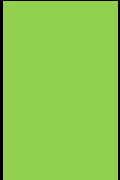| Committee Meeting: 6 August 2020						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
7.2.6	**Service Transformation Projects ST00009 OHCA/EMR:** Updates on the business case and estimated costs would be brought to the next meeting.	**R Haggart / R Hall**	**May 2021** (Org November 2020)		**April 2021**	**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. **Further update**: During discussions, it was agreed that this action would remain open until the closing report was presented. It was acknowledged that events had overtaken the need for an updated business case and costs to be presented. **Completed (06/05/21):** OHCA project closing report will be presented TMPC meeting on 06/05/21 for scrutiny. Subject to closure, this update to business case is no longer relevant.

| 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** | **May 2021** (Org November 2020) | | **May 2021** | **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. **Completed (06/05/21):** On agenda for May meeting. |

Committee Meeting: 5 November 2020						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
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**	**May 2021** (Org February 2021)			**Update (04/02/21):** This work is currently in progress and discussions will take place regarding wider communications within the Portfolio. **Update (06/05/21):** Additional Comms & Engagement resource has been approved by the Strategic Leadership Team and the process to implement this has now commenced, which includes the development of job descriptions, role sizing and vacancy adverts.

Committee Meeting: 4 February 2021						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
Item 8	**Service Transformation Programme Dashboard:** The Committee queried what risk was being highlighted and it was clarified that the risk statement within the covering report should read "the impact of the lack of new Terms and Conditions".	**PO**	**May 2021**		**May 2021**	**Completed (06/05/21):** Changes made to covering report as requested
Item 8	**Service Transformation Programme Dashboard:** For assurance purposes, progress on key milestones being achieved within the period of the report should be included in future dashboard reports.	**PO**	**May 2021**		**May 2021**	**Completed (06/05/21):** Dashboard has been updated to reflect next key milestone

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
NA	SMB	22/04/2021	Decision required what partners the Polmont Fireskills Employability Award should be shared with	Ross Haggart	May-21			

SCOTTISH FIRE AND RESCUE SERVICE
Transformation and Major Projects Committee

Report No: **C/TMPC/09-21**

Agenda Item: **8.1**

Report To:	TRANSFORMATION AND MAJOR PROJECTS COMMITTEE
Meeting Date:	6 MAY 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						
		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 (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	**Risk** The Communications and Engagement vacancies have still to be filled.
3.2 3.2.1	**Interdependencies** 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.
3.2.3	There are also key interdependencies with the Retained Volunteer Duty Systems Strategy (RVDS), Emergency Services Network (ESN), SDMP and Command and Control Futures (CCF) projects
3.3 3.3.1	**Cost** The Protection of Vulnerable Groups (PVG) Scheme has put forward a change request; outlining the agreed adjustment of project funding; releasing funding from 2020-21 financial year and securing further funding in the current financial year (2021-22). The project has returned to green for delivery to cost.
3.3.2	Emergency Services Network showing red for costs. Funding discussions are ongoing with the Scottish Government.

3.4	**Capacity to Deliver**
3.4.1	The need for full stakeholder engagement in projects will be detrimental to the capacity to deliver for projects.
3.5	**Other**
3.5.1	**McDonald Road Change Request -** The contract completion date was due to be July 2021 however due to the reduction of site staff (an impact of COVID) this date has now been moved to October 2021.
3.5.2	**PVG Change Request and updated Dossier** - has put forward a change request; outlining the agreed adjustment of project funding; releasing funding from 2020-21 financial year and securing further funding in the current financial year (2021-22).
3.5.3	**Out of Hospital Cardiac Arrest Closing Report** – The project has put forward its approved closing report for scrutiny by the Committee.
4	**Recommendation**
4.1	The TMPC are asked to note the projects for governance under the programme.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The principles adopted align to the direction contained within SFRS Finance and Contractual Services Risk Management policy.
5.2 5.2.1	**Financial** There are no direct financial implications associated with this report. Individual projects will monitor their financial status on a regular basis.
5.3 5.3.1	**Environmental & Sustainability** There are no direct environmental or sustainability issues associated with this report.
5.4 5.4.1	**Workforce** Appointment of Communications & Engagement team ongoing.
5.5 5.5.1	**Health & Safety** There are no direct Health & Safety implications associated with this report.
5.6 5.6.1	**Training** There are no direct Training implications associated with this report.
5.7 5.7.1	**Timing** There are no direct current implications associated with this report.
5.8 5.8.1	**Performance** None
5.9 5.9.1	**Communications & Engagement** Programme Officers will engage with Project Managers on a regular basis for updates to ensure Governance is being followed.
5.10 5.10.1	**Legal** This report focuses solely on the introduction of management arrangements to support the delivery of programme objectives.

5.11	**Information Governance**
5.11.1	DPIA completed No. Each project will be assessed as part of the project management process.

5.12	**Equalities**
5.12.1	EIA completed No. Each project will be assessed as part of the project management process.

5.13	**Service Delivery**
5.13.1	Each project's impact is monitored at individual project level.

6	**Core Brief**
6.1	Not Applicable

5	**Appendices/Further Reading**
5.1	Appendix A – Project Dashboard
5.2	Appendix B– Protection of Vulnerable Group - Change Request and Updated Dossier
5.3	Appendix C - McDonald Road Refurbishment - Change Request
5.4	Appendix D - Out of Hospital Cardiac Arrest Closing Report

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	*6 May 2021*	*For Scrutiny*

SCOTTISH
FIRE AND RESCUE SERVICE

CHANGE PORTFOLIO
MONTHLY UPDATE REPORT

SERVICE DELIVERY MODEL PROGRAMME (SDMP)											
					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
Community Risk Index Model	Head of Service Development, John MacDonald	AC Andy Girrity	May-19	Mar-23	✗	✓	✓				
Project Update:	• CRIM general and technical reports produced and will be presented to SLT on 28th April for approval. • CRIM 1 risk metric completed for 90% of Scotland. Outstanding datazones within the WSDA will be completed this month. • Validation process with Edinburgh University nearing completion with sign off anticipated by end of April. • Requirement for further academic "peer review" included in SDMP Business case for 2021-22.										
Pathway to Green/Next Steps:	• Upload base risk map onto ArcGIS online and confirm stability for end user and decision making.										
Next Significant Milestone:	Approval of final Model and Community Risk Index with recommendations from stakeholder consultation, external sponsors and how it can be strengthened.										
Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
Demand Based Duty Systems	Head of Service Development, John MacDonald	GC Mark Loynd	Jun-18	Mar-23	✓	✓	✓				
Project Update:	• The DBDS Project timeline and milestones have been realigned to the new SFRS strategic timeline for change implementation. • A report, "Review of SDMP Criteria for Change", has been considered and amended by the SDMP Board and will be submitted to SMB and SLT for ratification. • Specialist consultants, ORH, have created and are validating an operational base model for Scotland. This will enable the impacts of potential SDMP change scenarios to be analysed. • Historical incident data continues to be prepared to enable prediction of changes in Operational Demand which are likely to result from each of the four proposed UFAS Project options.										
Pathway to Green/Next Steps:	• Collate the results of the surveys relating to Operational Assurance Demand and Community Safety Demand in a format which can be used to compare and assess Non-Operational Demand across different station types. • Devise a process for applying the SDMP Criteria for Change in an effective, robust and consistent manner when identifying risk and demand based Options for Change of duty systems. • Implement a prioritised list of potential SDMP change scenarios for ORH to model based on the "Scoping of Potential Scale of Change" report. • Develop "outline" business cases and impact assessments for each viable risk and demand based Option for Change of duty system aligned to the SDMP Criteria for Change.										
Next Significant Milestone:	Provide a suite of draft "demand based duty system options" for each of the geographical locations identified - January 2022.										
Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
Station & Appliance Review	Head of Service Development, John MacDonald	GC Mark Loynd	May-19	Mar-23	✗	✓	✓				
Project Update:	• The SAR Project timeline and milestones have been realigned to the new SFRS strategic timeline for change implementation. • A report, "Review of SDMP Criteria for Change", has been considered and amended by the SDMP Board and will be submitted to SMB and SLT for ratification. • Specialist consultants, ORH, have created and are validating an operational base model for Scotland. This will enable the impacts of potential SDMP change scenarios to be analysed. • Data is now available in a form which enables "background" and "peak" levels of operational activity to be analysed and assessed within different scales of geography to determine local and national Operational Resilience requirements.										
Pathway to Green/Next Steps:	• Continue collaboration with the SFRS Operational Strategy Review to ensure alignment with the review of Specialist Capabilities. • Devise a process for applying the SDMP Criteria for Change in an effective, robust and consistent manner when identifying risk based Options for Change of station and pumping appliance distribution. • Implement a prioritised list of potential SDMP change scenarios for ORH to model based on the "Scoping of Potential Scale of Change" report. • Develop "outline" business cases and impact assessments for each viable risk based Option for Change of station and pumping appliance distribution aligned to the SDMP Criteria for Change.										
Next Significant Milestone:	Provide a suite of draft "risk-based options for change" for each of the geographical locations identified - January 2022.										

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
People, Training, Finance and Assets Systems Programme (PTFAS)	Director of POD, Liz Barnes & Director of FCS, Sarah O'Donnnell	Paul McGovern	Jun-19	Mar-24	✓	✓	✓				
Project Update:	The Programme Board has agreed that a 30 month contract extension for iTrent with Midland HR on the existing terms and conditions was the most suitable way forward. A VEAT notice has therefore been issued to the market advising them of this decision. No challenges to the VEAT were received from alternative suppliers during the statutory 10 day period and the contract award is now proceeding. The costs for the new contract have been provided and also agreed by the Programme Board. This gives SFRS continuity of the existing system while the procurement and implementation of systems under the programme progresses. A one year extension for E-FireServices who provide our learning and training packages (LCMS and PDRPro) has also been put in place. Procurement of new systems for People/Payroll and Finance has started with the issue of a Prior Information Notice (PIN) to the supplier market inviting interested suppliers to attend a Supplier Event on the 21st April with subsequent 1-2-1 supplier sessions being arranged for the week commencing 3rd May. This will allow SFRS to present the scope of the first phase of the programme and use some representative examples to explain to the market some of the challenges we face. SFRS will in turn learn how the market would deal with some of these challenges, what indicative timescales would look like along with indicative costs. This will allow the Programme to further refine its plan and budget forecasting. A User Intelligence Group to support the procurement process has been established. Building the programme team continues with job descriptions for Senior Business Analyst and Programme Officers working their way through the job evaluation process. Resource profiles within the Directorates are also being developed. This will help identify the key resources required from within the Directorates to ensure that we are properly resourced to cope with the demands of specifying new systems and implementing them. Discussions are ongoing with regards Programme Assurance to ensure that the Programme is appropriately scrutinised internally and that it is being managed within tolerance and to established processes. The capital budget allocation for the programme has been made and the Programme Manager will now attend the Capital Monitoring Group going forward and a budget forecast will be produced. Further engagement with the Police Scotland is scheduled for April to allow us to learn from their experience and share best practice as they move forward with their programme of replacement systems. Project Health for time has been changed to amber in recognition that the original Project Dossier timelines are no longer valid. The Programme Board has now approved a high level plan and there is a requirement to submit a change request to rebaseline the dossier milestones.										
Pathway to Green/Next Steps:	Continue with recruitment process for fixed terms posts and appoint suitable candidates to change 'Skills & Resource' from Amber to Green. Submit a change request that reflects the new milestones and dates outlined in the high level programme plan										
Next Significant Milestone:	Develop programme plan for future phases										

SCOTTISH FIRE AND RESCUE SERVICE

CHANGE PORTFOLIO
MONTHLY UPDATE REPORT

CHANGE PORTFOLIO											
					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
RVDS Strategy	Head of Operations, DACO David Farries	GC Gavin Hammond	Sep-18	Mar-23	✗	✓	✓	🟩	🟩	🟩	🟩

Project Update:	• The new RVDS Support Team selection is complete with 1 x SC, 2 x WC's and 1 x support officer. The teams Terms of Reference and Operating Plan will be complete once a further refresh of the NRVLF has been done to ensure alignment and clarity in terms of setting priorities and milestones. • Local Solutions Task and Finish Group – looking at RVDS Pre-employment improvement opportunities has begun trialling pre PST engagement and developing an on-station programme. Further advancement is possible as restrictions begin to be lifted. • Liaison with HoG's reviewing and refining the first draft paper detailing the development of the Recruitment, Retention and Responding options within the phase one report has begun. Once completed the paper or papers will be submitted to the National Retained and Volunteer Leadership Forum for consideration. • Development continues on the 'Support Staff for RVDS Administration' with the draft paper being reviewed by the Support Team and linking up with colleagues looking at the Best Value Review of Admin. Next steps will be further exploration considering the feedback received from both strands to identify best options. • First RVDS Communication and Engagement Strategy workshop has been held and work on outcomes and proposals is ongoing • RVDS SharePoint Site is live. Ownership handed over to the RVDS Support Team and engagement and feedback sessions have taken place with Service delivery management teams and WC Support officers nationally.
Pathway to Green/Next Steps:	Completion and approval of the Terms of Reference and Operating Plan for the RVDS Support Team via NRVLF/Operations Directorate Progressing recommendations and workstreams from NRVLF and Resource & Recovery strategic groups - supporting and coordinating the work of Local Solutions Task and Finish Group Introduce and communicate the implementation of the RVDS Support Team with support from Media & Comms. Building robust relationships with SDMP and other directorate teams to ensure all ongoing work that impacts RVDS is specifically considered and supported EG Documentation Review Team. Ongoing negotiations with RVDS T&C's, interdependencies with other projects and programmes & COVID restrictions consideration of impact and likelihood on project progress and timeframes
Next Significant Milestone:	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

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

Project Update:	Delivery to time measure was moved to red to reflect the concerns around impact from the Airwave Connectivity risk and the progress through UAT at February SMB. Delivery to cost moved to green following the completion of the financial year and the adoption of the CCF element of the 2021/22 capital programme. Will continue to monitor as the fiscal year progresses as there are already significant potential spends that are larger than forecast, examples include potential Airwave costs. 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 at the start of May and an update on progress should be available by the time the SMB takes place. It also remains at Amber due to the high number of defects, as highlighted by the new risk, 3.4. Delivery in relation to skills and resources has been moved to amber consistent with the SMB guidance regarding the impact of Systel resources on this project.
Pathway to Green/Next Steps:	Time - The route to amber/green for this measure is the adoption of the timeline proposed in the change request and updated project dossier. Cost - The route to green for this measure is stability being seen and measured, defects addressed and the next iterations of software being tested and bedded-in. It is also the provision of a rectification plan, as instructed to Systel on 11th March 2021. Although this has now been received in draft format, it is yet to be ratified by SFRS. Skills and resources - Route to green is the rectification plan being provided, as requested by the SFRS in a letter to the Systel CEO on 11th March 2021. Although this plan was received in draft on 09/04/2021, it is yet to ratified and approved by SFRS.
Next Significant Milestone:	Next milestone due is in September 2021 (as per change request and updated dossier) - User Acceptance testing of CCMS completed by Systel and signed-off by SFRS.

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
Emergency Services Network	Head of ICT, Sandra Fox	Andrew Mosely	May-19	Dec-24	✓	✓	✓	🟧	🟥 Unknown	🟩	🟩

Project Update:	Full Business case P50 now under review by SFRS Finance and Project Team, also being reviewed by other Scottish Services and Scottish Government. New Projected Transition dates estimated to be Q2 2024 to Q2 2026 Airwave switch off Q4 2026. Project Board continues to be updated with Project resource requirements and associated costs. Finance Business Partner in place now reviewing finance in detail. Finance now a fixed agenda item. 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. Document has been reviewed by Working Group and will be presented to next Project Board. All of the Programme Elaborated Requirements (ELABRs) are under final review SFRS are involved in this process.
Pathway to Green/Next Steps:	Securing funding from the Scottish Government will be a clear path to recruit resources and purchase assets.
Next Significant Milestone:	DNSP Data Lines at Johnstone and Saughton House Installed Q3 2021 (delay due to Covid19 restrictions on access). CCF ESN Ready - Q4 2021

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
McDonald Road Redevelopment_ Museum of Fire	Head of Asset Management Iain Morris	Oscar Torres & Andrew McDermott	Apr-17	Jul-21	✗	✓	✓	🟧	🟧	🟩	🟧

Project Update:	Delivery to time, cost and skills and resources are all amber and skills and resource remains green. Time - The contract completion date was due to be July 2021 however due to the reduction of site staff (an impact of COVID) this date has now been moved to October 2021. Iain Morris has visited the site and held sessions with each watch to ensure staff are being kept fully informed. A change request is being presented to reflect this and the change of Exec lead. Cost - The cost discussions with Robertsons regarding claims are still ongoing. Quality – no change Skills & resources – the number of sub-contractors on site continues to be limited due to social distancing and the limited welfare facilities available. The situation is monitored and entirely dependent on SG ongoing instructions.
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.
Next Significant Milestone:	Stage 5 building warrant - due March 2021 - awaiting SER certificate

SCOTTISH FIRE AND RESCUE SERVICE

CHANGE PORTFOLIO
MONTHLY UPDATE REPORT

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
West Asset Resource Centre	Head of Asset Management Iain Morris	John Gillies	Aug-20	Dec-22	✓		✓				

Project Update:	Delivery to quality and skills and resource remain at green and delivery to time and cost move to green. Time - The current approved programme for the West ARC identifies occupation / use of the new facility in December 2022. Although a number of programme activities are in delay, the works are on programme for completion within the approved programme dates. Cost - The project budget is £10.5m. Current costs estimates are in excess of the approved project budget, review of returned estimated costs is ongoing with anticipation that estimated costs will be returned within funding level.
Pathway to Green/Next Steps:	SFRS approval, if given, for Stage 3 proposals once received, would be on condition of compliant proposals within approved budget levels. Market testing / tender costings have yet to be undertaken for these works. Full project costing will be undertaken in order to ascertain an agreed firm cost to then allow for a Delivery Agreement to be issued for the progress of these works, anticipated September 2021. Again, this DA would only be signed on condition of compliant proposals within approved budget levels. The project budget of £10.5m does not allow for any contingency sum associated with Covid-19 issues or Brexit disruption.
Next Significant Milestone:	September 2021 - Gateway Review 3 Investment Decision- Contract Award Phase 2 – Construction Works

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

Project Update:	Previous reports to SMB have identified that significant delays had been experienced in the receipt of PVG applications from employees, in the processing of those received and the countersigning of those ready for submission to Disclosure Scotland. As a result of these delays, the January 2021 meeting of SMB authorised the extension of the project timescales by 6 months to 30th September 2021. SMB have also previously been informed of a range of remedial measures taken to address the causes of the delays, and ensure that the revised timescale are met. These include the initiation of monthly reports to LSOs identifying employees who have yet to submit applications, the extension of the current temporary contract of the Admin Assistant assigned to the project until the end of the revised timescale, and the provision of an additional Administrative assistant under similar terms. A full process review of the administrative processes has been completed and the accuracy of management information on employees who have submitted applications and/or has been awarded PVG membership has been improved through a data cleansing exercise. This latter measure has permitted the generation of accurate weekly progress reports that inform the project manager of the rate of receipt, processing and submission of applications to Disclosure Scotland, and which then enables the identification and resolution of any factors preventing the achievement of weekly targets. The existing pool of authorised countersignatures has also been further increased to 24. Collectively, these measures have resulted in a significant improvement in the rate of PVG applications received, processed and submitted. Line management of the administrative staff has also passed to the Corporate Admin Team with the aim of improving oversight of the administrative processes, and to increase collaboration with the Project Manager in identifying further process improvement that can further facilitate the achievement of the project objectives. The review, revision and implementation of these measures has over been time consuming, and consequently a Project Change request accompanies this report requesting SMB's permission to reschedule the integration of employees in the roles of Group Commander to Head of Function (Operational) from January 2021 until May 2021
Pathway to Green/Next Steps:	All project indicators remain in the green.
Next Significant Milestone:	Identify Group Commanders to Deputy Assistant Chief Officers to apply for PVG membership, and issue with contract variation letters. *(May 2021)*

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
Safe & Well	Head of Prevention & Protection, DACO Ali Perry	GC Kevin McCusker	Apr-18	Sep-21	✓	✓	✓	🟥	🟩	🟧	🟩

Project Update:	A detailed and informative presentation of the S&W ICT system was delivered by the ICT team to the project board, this was well received and demonstrated the key aspects of the systems development to date and include an update of the accompanying progressive web application. Work continues on the remaining user requirements. An invitation of involvement on the project has been made to representative bodies and the project is awaiting their response. Until there is clarity around broadening of the role, communication and engagement with internal and external stakeholders in line with SFRS communications principles will remain a challenge. A detailed interim report was presented to the S&W project board outlining the positive progress made so far in the project, the challenges preventing a move to the implementation phase and proposed September roll out date when compared against the project critical path. This has led to a report being commissioned by the project board to identify options on how the project can be progressed in light of these challenges including those related to covid-19 highlighted within the interim report.
Pathway to Green/Next Steps:	A paper has been commissioned by the S&W project board to identify options for the project following the interim report submitted to the S&W project board on the 24th March.
Next Significant Milestone:	Establish National and Local partnerships to support the S&W Visit topics and referral pathways (Dec 2020) Review and establish Stage Three (Phased Roll Out) milestones (Jan 2021) Finalised ICT system build (Feb 2021) S&W staff training package complete (Feb 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)

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
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 is now in its closing phase. All project work will be harvested for any future SFRS plans for an OHCA response capability. A project closure timetable was created and the closing report has been put forward for approval by the SMB.
Pathway to Green/Next Steps:	N/A
Next Significant Milestone:	Project closure approval Q1 2021-22

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

Project Update:	
Pathway to Green/Next Steps:	
Next Significant Milestone:	

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

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SCOTTISH FIRE AND RESCUE SERVICE	
Portfolio Office	

PROJECT CHANGE REQUEST

Programme Number: MP0009

Agenda Item: 8.2 APPENDIX B

Project Name:	PVG PROJECT
Change Category:	COST/SCHEDULE
Change Number:	3
Request Date:	7TH APRIL 2021
Project Manager:	GEORGE LINDSAY, TEMP HROD MANAGER
Executive Lead:	LIZ BARNES, DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT

1	Justification
1.1	The Board will recall that a Project Change Request was submitted for their consideration at the January 2021 meeting. The primary requested change was for an extension to the PVG Project timescales by 6 months from the 31st March 2021 until 30th September 2021, a change required due to delays in the submission and processing of PVG applications.
1.2	These delays and the resultant extension of the project timescale from 31st March to 30 September resulted in a significant under spend within the project budget for 2020/21, and a concomitant requirement to make equivalent financial provision in financial year 2021/22. This report informs the Board of the revised budgetary provisions that have been made to address the budgetary requirements of the revised timescales.
1.3	The Project Change Request submitted to the Board's January meeting sought authorisation to add employees in the roles of Group Commander to Head of Function (Operational) within the scope of the Project. The accompanying January update report identified that this would be actioned in January 2021. As a result of the need to review considerable elements of the Project, it was subsequently considered that actioning this aspect of the project could be deferred until May 2021. SMB approval for this revision of this element of the project timescales is therefore requested.

2	Description of Change
2.1	The Project Dossier identifies that the costs associated with awarding all in-scope Uniformed employee's membership of the PVG scheme were estimated at £418,000 over the two-year period of the Project's anticipated timescale. The Board are asked to acknowledge that financial provision of £240,000 has been set aside within the 2021/22 budget to fund the awarding of membership of those employees who as of the 1st April had not been awarded PVG membership.
2.2	Following the approval from SMB to extend the scope of the project to include Senior Uniformed Officers, it was originally planned to implement the preparatory actions necessary to support the issue to PVG applications to these employees in January 2021. Due to the need to review, revise and implement a range of remedial activities however, SMB approval is sought to reschedule these activities until May 2021.

3	Reason for Change
3.1	The primary costs accrued by the PVG project arise from the charges Disclosure Scotland make for processing applications for PVG membership and awarding this where they determine that the applicant does not represent a risk to Children and Protected Adults.
3.2	As indicated within the change request of January 2021, delays in the submission and processing of applications from in-scope employees resulted in significantly less applications being submitted to Disclose Scotland within the original project timescale than was originally anticipated. This resulted in a significant underspend in financial year 2020/21.
3.3	As a result of the extension of the project timescale till 30th September 2021, funding had to be made available to meet Disclosure Scotland's charges for processing applications for those employees who had not been awarded PVG membership before the originally projected date for completion. Consultations between the Finance Function and the Project Manager identified the request funding at the £240,000 now set aside within the 2021/22 budget.
3.4	The incorporation of employees within the roles of Group Commander to Head of Function (Operational) requires a range of actions be undertaken. These include the consultations with Representative Bodies, identification of the employees in question, and the issue of PVG applications and Contract Variation letters to these employees. It is currently calculated that circa 100 employees within these roles will come within the scope of the project. Whilst originally scheduled to commence in January 2021, the diagnostic and remedial measures necessary to improve the throughput of applications from the employees already within the scope of the project took precedence. It was therefore decided to defer the commencement of the integration of the Senior Uniformed Managers into the Project until the implementation of the revised processes was fully embedded. It is considered that this will be achieved by May 2021, as will the preparatory activities required to induct more senior uniformed posts into the project.

4	Impact Assessment
4.1	**Impact on Scope**
4.1.1	The provision of this funding has no impact on the current scope of the project, but will permit the project objectives to be met. The rescheduling of the issue of PVG applications to Senior Officers will have no impact on the scope of this project.
4.2	**Impact on Risk**
4.2.1	The provision of this funding will enable PVG membership to be awarded to all in-scope employees, and remove the risk of non-compliance with the requirements of the PVG Act.
4.2.2	The issue of PVG applications to Senior Officers until May will have no impact on risk.
4.3	**Impact on Time**
4.3.1	The provision of this funding facilitates the change in the project timetable approved by SMB at its January 2021 meeting.
4.3.2	The rescheduling of the issue of PVG applications to Senior Officers will still permit these applications to be processed by the Project team and Disclosure Scotland prior to the project completion date of 30th September 2021
4.4	**Impact on Resources**

4.4.1	The provision of this funding meets the resource requirements of the revised project timescales.
4.4.2	The rescheduling of the activities necessary to issue PVG applications to Senior Uniformed Officers will also support the concentration of sources on implementing a range of remedial actions intended to improve the throughput of applications from Firefighters to Station Commanders.

4.5	**Impact on Interdependencies**
4.5.1	The provision of this funding satisfies the interdependency between project timescales and budgetary provision recognised within the January 2021 Project Change request.

5	**Options Appraisal**
5.1	**Long and Short Lists of Options**
5.1.1	Given the approval of SMB to extend the project timescales into financial year 2021/22, and the need to comply with the statutory duties imposed by the PVG Act, there were no options available other than to provide adequate funding.

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 POD 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 provision of appropriate funding to the project will support the project in the identification of regulated work carried out by SFRS employee. 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 Revisions	23 October 2019	**Approved, Senior Management Board**
Schedule – Completed Date Revision.	05 January 2021	**Approved, Senior Management Board**
Governance Route for Report	**Meeting Date**	**Comment**
Senior Management Board	*22 April 2021*	*Approved*
Transformation and Major Projects Committee	*06 May 2021*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT DOSSIER

Programme Number: MP0009

Agenda Item: 8.1 APPENDIX B

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:	**3**
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	Sufficient funding arrangements for PVG fees to support this project within financial year 2021/22 has been provided to the value of £240,000, this being sufficient to meet the costs of PVG membership for the remaining in-scope employees An assumption has 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

	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.
	Identify Group Commanders to Deputy Assistant Chief Officers to apply for PVG membership, and issue with contract variation letters.	May 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: • 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	Executive Lead 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. Project Manager 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. Programme Officer 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	Scrutiny provided
Senior Management Board	22 April 2021	Approved
Transformation and Major Projects Committee	06 May 2021	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE	
Portfolio Office	

PROJECT CHANGE REQUEST

Programme Number:

Agenda Item: 8.1 APPENDIX C

Project Name:	**MCDONALD ROAD REFURBISHMENT**
Change Category:	**SCHEDULE**
Change Number:	**4**
Request Date:	**9 APRIL 2021**
Project Manager:	**OSCAR TORRES**
Executive Lead:	**IAIN MORRIS**

1	**Justification**
1.1	To consider current programme challenges and extension of time and advise of change of Executive Lead

2	**Description of Change**
2.1	The refurbishment of McDonald Road has been a challenging project since the site works started. Substantial physical issues were discovered during the gradual exposure of the building fabric and structure (walls, structure, roof, slabs, asbestos, windows, drainage, misalignments, lack of accurate building information). In addition, the project was directly affected by the Covid-19 pandemic with construction activities put on hold for 6 weeks with a subsequent reduced amount of labour and reduced progress. After the first lockdown was lifted the contract completion of the works was assessed as 2nd July 2021 (excluding museum works).
	After this assessment was conducted the second lockdown was imposed and although the construction works continued the resources were affected (Covid-19 cases and self-isolations) impacting the labour on site. The programme was challenged and a series of workshops and proposed measured such as early occupation of the building were discussed, however due to the issues described above there was no practical opportunity to carry out this.
	The Contractor has been issuing monthly programmes which push the completion date to end of October 2021 (this is excluding museum works as these are being re tendered). Although this is being challenged by the Contract Administrator, it has been decided by the Board that it is reasonable to request an extension of time to take into consideration the actual progress of work with a pragmatic approach (reduced labour on site) despite the ongoing contractual discussion between the Main Contractor and the appointed Contract Administrator.
	There will be an increase of costs associated with Covid and the delay. However, this is currently under debate and scrutiny by SFRS and the Contract Administrators. A further change request with specific detail will be brought through the appropriate governance route once these costs have been agreed and finalised.

3	**Reason for Change**
3.1	To take into consideration current programme challenges and impact on programme extending the previous agreed completion of the works.

	Change of Executive Lead due to Sarah O'Donnell taking up a secondment at Scottish Government
4	**Impact Assessment**
4.1	**Impact on Scope**
4.1.1	The scope of the work remains the same, however, the completion date is extended.
4.2	**Impact on Risk**
4.2.1	Risk rating high (16) in risk register.
4.3	**Impact on Time**
4.3.1	Estimated as 3 months.
4.4	**Impact on Resources**
4.4.1	No
4.5	**Impact on Interdependencies**
4.5.1	Because of the extended period on site for the main works (Phase 3), the temporary accommodation will be extended accordingly. The museum and canopy remedial works programme (Phase 4) will be impacted accordingly (dates to be confirmed)
5	**Options Appraisal**
5.1	**Long and Short Lists of Options**
5.1.1	Options previously discussed with the site delivery team: - Early occupation of the building by bringing more resources on site to focus on key areas: due to Covid-19 cases and self-isolations this was probed difficult. This is being monitored however consideration required to current social distancing in working areas and shared spaces (canteen, toilets, etc) - Provide additional canteen unit and toilets to increase the number of labour on site: limited space on site to achieve this due to contractor's site operations, parking and SFRS requirement to access the yard. This option was discarded due to the above issues.
5.2	**Detailed Options Appraisal**
5.2.1	Based on current conditions there are no options appraisals.
5.3	**Preferred Option**
5.3.1	N/A
6	**Appendices/Further Reading**
6.1	N/A

Prepared by:	Oscar Torres
Sponsored by:	Iain Morris
Presented by:	Iain Morris
Links to Strategy	

Change Request History	Meeting Date	Comment
Change Request 4 issued 09/04/2021	06/04/2021	Agreed by the Project Board to raise Change Control 4
Change request 3 – Unified entrance	October 2020	Agreed by Project Board & SMB
Governance Route for Report	**Meeting Date**	**Comment**
Project Board	*06/04/2021*	*Approved*
Senior Management Board	*21/04/2021*	*For Approval*
Transformation and Major Projects Committee	*06/05/21*	*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 CLOSING REPORT

Programme Number: **ST0009**

Agenda Item: **8.1 APPENDIX D**

Project Name:	**OUT OF HOSPITAL CARDIAC ARREST (OHCA) PROJECT PHASE TWO**
Project Start Date:	**FEBRUARY 2018**
Project End Date:	**JANUARY 2021**
Project Manager:	**AC RICHIE HALL**
Executive Lead:	**DACO JOHN MACDONALD**

1	**Project Delivery Status**
1.1	**Delivery to Time**
1.1.1	Project milestones outlined in the OHCA Project Phase Two dossier were largely delivered on time and/or within tolerance.
1.1.2	This is with the caveat that a number of milestones were delivered as proprietary documents, and are subject to a response capability being agreed and go live dates being determined, in order to be fully populated.
1.1.3	The milestone for the delivery of an OHCA Memorandum of Understanding (MoU) will now be delivered as part of the Clinical Governance arrangements being agreed between the Scottish Fire and Rescue Service (SFRS) and the Scottish Ambulance Service (SAS). The Clinical Governance MoU will be an overarching agreement and will include any future SFRS co-response with the SAS.
1.2	**Delivery to Cost**
1.2.1	The majority of the finance detailed within the OHCA business case were not required due to the project not reaching the implementation stage.
1.2.2	Good communications with the SFRS finance team ensured that finances that would not be utilised were transferred from the OHCA budget on a quarterly basis.
1.3	**Delivery to Quality**
1.3.1	The OHCA project delivered against quality. The delivery model outlined was viable and supported by a detailed business case.
1.3.2	Clinical Governance for an OHCA response capability was provided by the SAS, this ensured that the co-response provided by the SFRS was suitable and sufficient.

2	**Benefits**		
2.1	**Cashable**		
2.1.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	There are no measurable cashable benefits from an OHCA response capability.	N/A	Any potential life's saving intervention made by SFRS has a financial benefit to society. The financial costs to society related to a fatality caused by a cardiac arrest have not been published, however recent work undertaken by external

			consultant on behalf of the Strategic Leadership Team calculated that a SFRS OHCA response capability would provide a societal saving of nearly £9 million per annum.
2.2	**Non-Cashable**		
2.2.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Increase OHCA Survival Rates: The SFRS will contribute to the Scottish Government OHCA Strategy by co-responding to OHCA events across Scotland	The SFRS did co-respond to OHCA events over a two-year period from 18 fire stations across Scotland, however an agreement has not been reached to fulfil a full SFRS OHCA response capability.	Project did not reach Implementation stage; although a response capability strategy has been devised to enable such a benefit in the future.
2.2.2	Training: Through the roll out of OHCA training, SFRS crews will have their casualty care skills enhanced.	The training for an OHCA response capability has not been delivered, however all frontline crews did receive refresher CPR training as part of the rollout of the new SRFS defibrillator.	Project did not reach Implementation stage. The training package has been developed in anticipation of a future SFRS OHCA response and all areas of Scotland have been issued with training defibrillators and electronic manikins via the OHCA project.
2.2.3	Clinical Governance: The Scottish Ambulance Service (SAS) will provide Clinical Governance for a SFRS OHCA response capability.	The SFRS and SAS have agreed Operational Clinical Governance for all aspects of casualty care provided by SFRS crews.	This agreement has been a by-product of the relationship built with the SAS through the OHCA project.
2.3	**Positive Outcomes Related to the SFRS response to the Covid-19 Pandemic**		
2.3.1	When the Covid-19 pandemic occurred, there were elements of the OHCA project that were invaluable to the SFRS. These elements are not related to the OHCA project dossier but are recorded in this closing report as a recognition of the benefits they provided to the service in dealing with the SFRS response to the pandemic.		
2.3.2	Disposable Personal Protective Equipment (PPE) – The OHCA project had identified disposable PPE as the best means of protecting Firefighters at OHCA incidents where the presence of body fluids was a hazard. In preparation for an OHCA response capability, stocks of disposable PPE were procured. When Health Protect Scotland issued their Covid-19 guidance for 1st responders to wear disposable PPE when treating casualties in the community, the SFRS already had contracts and stocks in place.		
2.3.3	Clinical Waste Procedures – At the outset of the OHCA project it was identified that the SFRS were still relying on legacy procedures to deal with clinical waste. The only area of		

	Scotland that had clinical waste bins located at their Fire Stations was the West. (Former Strathclyde area). With the assistance of colleagues within Operations and Property services, the requirement for clinical waste management from all fire stations was added to the Soft FM contract. Clinical waste bins were delivered to all stations and the Handling of Clinical Waste General Information Note (GIN) was published in January 2020, just weeks before the SFRS would require them for them for the soon to be worn disposable PPE.		
2.3.4	Clinical Effectiveness Lead for Co-responding – The OHCA project had seconded a paramedic from the SAS as a clinical lead. When the SFRS response to the pandemic was "stood up", a requirement for operational guidance for frontline crews was a priority. The clinical lead was able to advise the service by interpreting the guidance and aligning SFRS procedures to that of the SAS response. The creation of task cards and videos for the treatment of casualties during the pandemic were all completed under the guidance of the clinical effectiveness lead for co-responding.		
2.3.5	Operational Clinical Governance – With the SAS now providing the SFRS with Operational Clinical Governance through the relationship built during the OHCA project, the SFRS have advice at hand for similar situations to Covid-19 happening in the future.		
3	**Disbenefits**		
3.1	**Cashable**		
3.1.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Due to the OHCA project not reaching the implementation stage, not all the financial Disbenefits were realised.	Not fully due to not reaching the implementation stage.	During phase 2 of the OHCA project, £550k was spent on equipment. The bulk of this expenditure was spent on new defibrillators. The Service had inherited many different types and ages of defibrillator from the legacy services. Every pumping appliance, training centre and Operational Control room across Scotland have been issued with a ZOLL AED3 defibrillator by means of the OHCA project. All areas across the country have also been issued with training defibrillators and electronic manikins, both of which provide feedback on CPR performance. Disposable PPE was also purchased in preparation for an OHCA response capability. In addition to equipment costs, the project incurred costs relating to the salary and subsistence costs of the project manager and the secondment of our Clinical Effectiveness lead. (Seconded paramedic from the SAS).

3.2	Non-Cashable		
3.2.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Psychological Stress Attending numerous cardiac arrest events may see an increase in the number of SFRS staff accessing counselling services due to psychological stress.	This disbenefit was never realised as the project did not reach the implementation stage.	The OHCA training package includes training in the signs and symptoms of psychological stress and details internal and external support available. This part of the training package was created by the SFRS 'Clinical Effectiveness Lead for Co-Responding' (Seconded paramedic from the SAS) in conjunction with Lifelines Scotland.
3.2.2	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.	This disbenefit was never realised as the project did not reach the implementation stage.	The SFRS will develop an Immunisation programme should a future OHCA co-response capability come to fruition.
4	**Project Interdependencies**		
4.1	**Project**	**Interdependency**	**Impact**
	Protection of Vulnerable Groups (PVG)	PVG membership is a requirement in order to co-respond with SAS.	The SFRS are now in the process of enrolling operational staff as members of the Scottish Government PVG Scheme.
4.2	Clinical Waste	SFRS require to have arrangements in place to manage the disposal of clinical waste generated at operational incidents.	The SFRS incorporated the disposal of clinical waste within the Soft FM contract.
4.3	SFRS Immunisation Programme	It is foreseeable that due to the changing role of a Firefighter, the frequency of working in exposure prone environments will increase. The offer of immunisation against Hepatitis A and B would afford Operational staff the same protection as that afforded by the SAS to their staff.	The implementation of a SFRS immunisation programme is complex. Due to the decision to close the OHCA project, the exposure risk is reduced so no further progress is being made with this interdependency.

4.4	Post Incident Support	The SFRS required a means of identifying incidents where operational crews were exposed to situations that could have a psychological impact on their well-being in order to ensure that measures were put in place to support the staff concerned.	Post Incident Support measures are now in place across the SFRS. This was delivered by Operations Control Managers in conjunction with Operations and Occupational Health.
5	**Lessons Identified**		
5.1	Project Isolation The OHCA project was not aligned to a directorate and there was no project team. The project manager worked in isolation and reported to the East Service delivery DACO. The project manager experienced situations where directorates did not see the delivery of the OHCA project as being part of their annual objectives so assisting the project manager was not seen as a priority. The project manager did receive assistance from directorates but felt this was on a "good will" basis rather than service need. By aligning future projects to directorate(s), project milestones would become directorate objectives and project managers would have access to directorate staff and resources to assist in the delivery of the project. The creation of the Service Delivery Directorate should remedy this situation re-occurring.		
5.2	Storing Project Documents During the OHCA project, a number of project files were deleted in error during the introduction of new software on to SFRS laptops. These files were never recovered and many weeks of work was lost. As part of project manager induction programmes, the programme office should consider introducing a project standard method of storing files on an external platform to secure project work and prevent similar circumstances from re-occurring.		
5.3	Business Case When creating the OHCA business case, the project manager did not feel that the business case template captured all the financial costs that would be generated by the OHCA project in the development or business as usual phases. To remedy this an additional "Costings data" tab was added to the business case template which detailed all of the costs associated with each financial year for a 3-year period. This assisted the finance business partner to complete the business case template and enabled the costings to stand up to robust scrutiny and review. This method was seen as best practice. When external consultants were looking for a project to use as an exemplar for presenting to SLT, they chose the OHCA project due to the level of financial detail available.		

6	**Outstanding Project Risk**			
6.1	**Concern**	**Mitigation**	**Probability**	**Impact**
	Failure to retain and attract RDS personnel who are becoming disengaged due to not feeling they can support their communities fully due to the OHCA response capability being withdrawn. Potential Reputational Damage. Potential for RDS resignations leading to reduction in appliance availability and increased recruitment costs.	Pilot stations have been maintaining their OHCA skills in order to minimise any delay should the decision be made to re-introduce an OHCA response capability from pilot stations. The OHCA project manager is in contact with each of the LSO areas who have pilot stations in order to inform them of any progress being made.	4	4
6.2	No agreement being reached between SFRS and representative trade bodies on Service Transformation. The OHCA project fell within the wider transformation programme. SFRS unable to provide an OHCA response capability. Reputational damage. Unable to contribute to Scottish Government OHCA Strategy with regard to an OHCA response capability. (Other SFRS commitments to the SG OHCA strategy are being realised. Community CPR for example)	There is potential for future discussions between the SFRS and the trade bodies regarding an OHCA response capability.	4	4

7	Future Projects	
7.1	**Title**	**Intended Product/Benefit**
	OHCA - The SFRS remains committed to the development and delivery of a future OHCA response capability.	To contribute to the SG OHCA strategy to improve survival rates from OHCA across Scotland.
7.2	SFRS Immunisation	A SFRS Immunisation programme will be required for any future OHCA, MTA or Emergency Medical Response (EMR)
7.3	SFRS Operational Clinical Governance	The SFRS need to have Operational Clinical Governance arrangements in place in order to: o Ensure SFRS crews are trained to provide high quality medical care in the differing situations they encounter; o Ensure SFRS crews are trained in and provided with the relevant equipment to deliver high quality care; o Ensure SFRS training and equipment are kept up to date with any changes in recommended practice; and o Reduce risk of potential legal challenges against the SFRS for providing substandard care.
8	**Performance Measure**	
8.1	**Performance Indictor**	**Method**
	The current Home Office Incident Reporting System (IRS) is not set up to gather the required information from a SFRS OHCA response to provide performance measures. Working with SFRS IT colleagues, a system has been built to gather this information. Although the system will not be used for OHCA for the time being, the system can be adapted for other uses and will now be used to gather patient information as part of the Operational Clinical Governance project. There are opportunities to use this reporting system wider until the SFRS Incident Recording system is built. Gathering data from Effecting Entry calls for example.	The incident commander will populate an electronic form pre-populated with relevant questions and drop-down answers. This will be done on a pc post incident, but as the recording system is app based it is hoped to host the system on appliance tablets in the future. In order to provide consistency in reporting, reports are generated through Inphase. Reports were scheduled to be published quarterly and would detail: • Number of OHCA incidents attended • Location of Incidents • Watch attending • Time Delay in SAS arrival • Defibrillator deployment • Equipment Used • Casualty Circumstances • Return of Spontaneous Circulation (ROSC) • Casualty Outcome
8.2	ZOLL AED3 Defibrillators. These defibrillators have been issued to all SFRS pumping appliances and have the capability of recording performance data every time they are used.	After an OHCA incident, the recorded event data is downloaded on to ZOLL software. The performance of the cardiopulmonary resuscitation (CPR) delivered can then be reviewed. Initially this will be undertaken by trained personnel alongside SAS advisors. This information benefits operational crews during incident debriefs and will also influence future training.

9	Appendices/Further Reading
9.1	The SG OHCA Strategy 2021- 2026 https://www.gov.scot/publications/scotlands-out-hospital-cardiac-arrest-strategy-2021-2026/pages/2/

Prepared by:	AC Richie Hall
Sponsored by:	DACO John MacDonald
Presented by:	AC Richie Hall

Links to Strategy

Scottish Government – Out of Hospital Cardiac Arrest, A Strategy for Scotland.

SFRS Strategic Plan 2019-22

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

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.

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.

Outcome 3 We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.

3.2 We will embed inclusive learning and development arrangements so that we have the organisational capability to deliver high quality innovative services.

3.3 We will care for our people through progressive health, safety and wellbeing arrangements.

3.4 We will engage with our people, and other stakeholders, in an open and honest way, ensuring all have a voice in our Service.

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.

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

4.4 We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

Governance Route for Report	Meeting Date	Comment
Senior Management Board	*22 April 2021*	*Approved, minor amendments requested.*
Transformation and Major Projects Committee	*06 May 2021*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE *Transformation and Major Projects Committee*	

Report No: C/TMPC/10-21

Agenda Item: 8.2

Report to:	**TRANSFORMATION AND MAJOR PROJECTS COMMITTEE**		
Meeting Date:	**6 MAY 2021**		
Report Title:	**RAPID RESPONSE UNIT AND RURAL FULL TIME POST PROJECT EVALUATIONS COMBINED ACTION PLAN**		
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	Following recent post project evaluations carried out for the Rapid Response Units (RRU) and Rural Full Time Post (RFTP) projects, findings have been collated and, where appropriate, added to a combined action plan.
1.2	The purpose of this report is to put forward the approved action plan devised from these reports and request the Transformation and Major Projects Committee (TMPC) to provide scrutiny on the action plans and revised reports.

2	**Background**
2.1	The Scottish Fire and Rescue Service (SFRS) is fully accountable, and is committed to, maximising its public value by delivering a high quality, sustainable fire and rescue service for Scotland. It is therefore important that the SFRS continually evaluates how it operates to ensure it is strengthening performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.
2.2	The Rapid Response Unit (RRU) Phase One – Retained Duty and Volunteer and the Rural Full Time Post (RFTP) projects gained approval for closure on 7 November 2019 at the TMPC. Both formed a part of the legacy SFRS Service Transformation Programme.
2.3	Post project evaluations were carried out for both projects during February and March 2020 and were approved by the Senior Management Board on 15 July 2020 with scrutiny provided by the TMPC on 6 August 2020. The findings from these evaluations have now been populated into an action plan.

3	**Main Report/Detail**
3.1	To ensure we act on these evaluations in order to strengthen performance management and improvement arrangements a combined action plan has been created. Due to the similarities in findings between these evaluations the decision was taken to combine these action plans to avoid duplication.
3.2	The RRU and RFTP project evaluations identified a combined total of 46 findings in the areas reviewed.
3.3	Findings have been divided into three themes - Process, Planning and Review - with their initial action step outlined below;

3.4	Below is an outline of the initial first action step associated with each of the themes.

Finding Theme	Action Step One
Process	This finding requires consultation and review of existing, new or future process and the implementation thereof.
Planning	This finding should be reviewed and considered as part of project planning.
Review	This finding requires to be reviewed, owner to be identified and action taken where applicable.

3.5	It should be noted that the findings from these reports and the associated action plan will form part of the larger Portfolio, Programme and Project Management review that will take place once key portfolio members are in place.
3.6	The project evaluations included also contain other minor changes to the original documents approved by the Senior Management Board; - Headed paper updated to reflect the change of Directorate in which these evaluations now belong - Removal of the duplicate findings listing under both benefits and disbenefits section, these are collated and listed only once (RRU report only) - Introduction of a report governance box - Grammar has been corrected where anomalies were identified

4	**Recommendation**
4.1	The TMPC is requested to provide scrutiny on the action plans and revised reports.

5	**Key Strategic Implications**
5.1 5.1.1	**Financial** Considerations have been made to the financial implications of these projects. The inclusion of an action plan, has brought forward actions pertaining to financial budgets.
5.2 5.2.1	**Environmental & Sustainability** Considerations have been made to the environmental and sustainability implications of these projects where appropriate. The inclusion of an action plan, has brought forward actions pertaining to the need for further data to allow environmental benefits, if applicable, to be quantified.
5.3 5.3.1	**Workforce** The introduction of an action plan relating to these reports could impact on resources. Support and action from relevant departments will be required to reach the desired outcomes.
5.4 5.4.1	**Health & Safety** Considerations have been made to the Health & Safety implications of these projects where appropriate. The inclusion of an action plan, has brought forward learnings relating to the Health & Safety being key stakeholders in projects from the outset.
5.5 5.5.1	**Training** Considerations have been made to the training activity of these projects where appropriate. The inclusion of an action plan, has brought forward learning relating to Training delivery styles.

5.6	**Timing**
5.6.1	The timing of this action plan is well placed, with the recruitment of key roles within the Portfolio Office now underway. These action plans will form part of a wider departmental review and will enable to progress to be monitored.
5.7	**Performance**
5.7.1	The evaluations and subsequent action plans will support the continued development of project methodology for SFRS, supporting its performance.
5.8	**Communications & Engagement**
5.8.1	There is no foreseen impact on Communications & Engagement.
5.9	**Legal**
5.9.1	There is no foreseen impact on Legal Services.
5.10	**Information Governance**
5.10.1	A Data Protection Impact Assessment (DPIA) is not applicable for this report, however, it should be noted as part of the project evaluation DPIAs were reviewed where required.
5.11	**Risk**
5.11.1	Considerations have been made to the risk implications of these projects where appropriate. The inclusion of an action plan, has brought forward actions pertaining to the recording of mitigated risk for further review and consideration.
5.12	**Equalities**
5.12.1	A EPIA is not applicable for this report, however, it should be noted that as part of the project evaluation, an EPIA has been identified as an action and is listed within the plan.
5.13	**Service Delivery**
5.13.1	There is no foreseen impact on Service Delivery.
6	**Core Brief**
6.1	Not applicable
7	**Appendices/Further Reading**
7.1	Appendix A: RRU Project Evaluation 2.0
7.2	Appendix B: RFTP Project Evaluation 2.0

Prepared by:	Leanne Stewart, Programme Officer
Sponsored by:	ACO Paul Stewart, Service Development
Presented by:	ACO Paul Stewart, Service Development

Links to Strategy and Corporate Values

Strategic Plan 2019 - 22
Outcome 3, Objective 4.4
We will strengthen performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

Governance Route for Report	Meeting Date	Report Classification/ Comments
Senior Management Board	*24 March 2021*	*Approved.*
Transformation and Major Projects Committee	*06 May 2021*	*For Scrutiny*

Service Development

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Rapid Response Unit (RRU) Phase One

Project Evaluation Report

Prepared by:	Leanne Stewart, Programme Officer
Sponsored by:	ACO Paul Stewart, Service Development
Presented by:	ACO Paul Stewart, Service Development

Governance Route for Report	Meeting Date	Comment
Portfolio Office Management	*19 June 2020*	*Approved for submission*
Senior Management Board	*15 July 2020*	*Approved, document finalised/DRAFT marking removed*
Transformation and Major Projects Committee	*06 August 2020*	*Scrutiny provided. Action plan to be created.*
Senior Management Board	*24 March 2021*	*Approved. Version 2.0; Action plan added & minor changes to the report.*
Transformation and Major Projects Committee	*06 May 2021*	*For scrutiny.*

Safety. Teamwork. Respect. Innovation.

INDEX

1. INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) is fully accountable, and is committed to, maximising its public value by delivering a high quality, sustainable fire and rescue service for Scotland. It is therefore important that the SFRS continually evaluates how it operates to ensure it is strengthening performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

The Rapid Response Unit (RRU) Phase One – Retained Duty and Volunteer project gained approval for closure on the 7th November 2019 and has formed a part of the SFRS Service Transformation Programme. As one of the first projects within the programme to close, it is pertinent that the Service reviews and evaluates its delivery. This will support SFRS to continue to develop and improve its approach to Portfolio Management.

RRU PROJECT BACKGROUND

The Board of the SFRS endorsed a proposal from the Senior Leadership Team to implement their Vision for Service Transformation in a phased manner.

The Vision articulated how the SFRS could do more for the people of Scotland by broadening the role of our firefighters, rewarding them as appropriate for taking on new responsibilities, and rebalancing frontline resources to better match them with risks now facing communities.

Following this decision made by the Board, the initial steps on Service Transformation are progressing through several change programmes and projects. One of the first projects was the introduction of new concept appliances, which included new firefighting and rescue technology such as an Ultra High-Pressure Firefighting System.

The SFRS Rapid Response Units (RRU's) were deployed from 34 vehicles across Retained Duty System (RDS) and Volunteer community fire stations across Scotland. A further six were also brought into the Service as training assets and spare fleet with roll out of all 40 commencing in September 2018.

The project ran from September 2017 to March 2019 and a closure report was approved by the Transformation and Major Projects Committee on 7th November 2019.

SCOPE OF PROJECT EVALUTION

The project evaluation will look to understand, and evidence, if the project delivered on its aspirations and will focus on the following areas in order to fully evaluate;

- **Project Health,** the projects delivery to Time, Cost, Quality, Resources & Skills throughout its lifecycle.

- **Project Outputs,** were these delivered? If so, how? If not, why not?

- **Project Acceptation Criteria**, were these met? If so, how? If not, why?

- **Project Benefits & Disbenefits**, what benefits and disbenefits have been realised at this stage? If so, how? If not, when will these be expected to be delivered and when should a final benefits implementation review take place.

- **Project Performance Measures,** review of project performance throughout its lifecycle to date.

- **Project Lessons Learned,** what lessons were learnt throughout the project lifecycle? What can be taken away at a programme level and shared?

- **Project Risk,** how was this managed by the project?

- **Project EIA & DPIA assessment,** this section will look to review the assessments carried out and demonstrate how these have supported the project delivery.

- **Project Governance,** this section of the report will look at the projects governance routes and look to understand how this has supported project delivery throughout its life cycle.

- **Business as Usual,** how was this process managed? Who will monitor performance and realisation of benefits in the years ahead?

EVALUATION METHODOLOGY

The project evaluation will focus on analysing both quantitative and qualitative information; and involve the analysis of statistical and financial information.

The evaluation is to be carried out internally by the Portfolio Office and to be sponsored by the Head of Service Development.

EVALUATION TIMESCALE

The project evaluation will be carried out during February and March 2020.

2. PROJECT EVALUATION EXECUTIVE SUMMARY

The Rapid Response Unit (RRU) Project Evaluation report is an evidenced based self-assessment. As such, the review team considers there to be merit subjecting the findings and forecasts outlined within this report to external validation.

This report should be viewed as an opportunity to assist the continued growth and development of the SFRS project management methodology as it looks to support projects in reaching successful outcomes.

POSTIVES

- The overarching objective of the project was to design, procure and introduce 40 new rapid response vehicles in to the Service and this was successfully delivered.
- Personnel at RRU stations have been trained to use and operate safely the appliance Ultra High-Pressure Firefighting System (UHPFS).
- Personnel within SFRS are trained to instruct and deliver UHPFS operator training,
- Early indication suggests the introduction of RRU's to the service has had a slight carbon reduction to the Service. Further details are required to fully evidence this finding.
- The project demonstrated cross directorate partnership working which supported delivery of its objectives.
- The end of project evaluation has provided the opportunity to review and consider improvements to current project methodology. Project Lessons Learned and those future considerations identified as part of the evaluation will be invaluable to Service and shared with stakeholders.

FUTURE CONSIDERATIONS

There are future considerations that can be taken from many of the findings of this report, however, some of the key items are as follows;

- A review of project closure methodology at Project and Programme Board level to allow a more evidence-based approach to the closing phases of a project;
    - A more inclusive closing report template; covering additional sections such as acceptance criteria and performance measurements as agreed in the project dossier.
    - The benefit of governance & scrutiny during the transition of project activity into business as usual with a focus on performance and benefit realisation ownership.
    - Inclusion of project closure expectations within Board terms of reference, for example the defining of project closure sponsorship requirements.
    - The central storage of supporting project documentation, held in line with retention schedules, after project closures.

- Project Business Case process;

- o Routine end of financial year reporting throughout project lifecycle.
- o Clarification on governance requirements for adjustments to project business cases when additional funding is requested or the release of funding that is out with agreed (if any) tolerances is required.
- o Agreed financial tolerances should be included within Board terms of reference and should be in alignment with those agreed in the business case.
- o The accessibility of both asset and resource costs by appointed project finance responsible in order to monitor and routinely report on the projects delivery to its agreed business case.

- The integration of the SFRS Benefits Management Strategy into all projects and the introduction of routine benefit realisation and measurement reporting during a project life cycle.

- The adoption of the Route into the Programme matrix to allow projects, that meet agreed thresholds, to benefit from the enhanced governance and scrutiny of the SMB and TMPC from conception.

- The 'test of change' model. Plan, Do, Study and Act (PDSA) with large scale investment project.

- Internal support mechanisms that could be put in place to support data being collated and shared across the Service.

3. PROJECT HEALTH

Reported project health during lifecycle:

Reporting Period	Delivery to Time	Delivery to Cost	Delivery to Quality	Resource and Skills Status Update
March – June 2019	🟩	🟩	🟧	🟩
Dec 2018 – March 2019	🟩	🟩	🟧	🟩
Sep – Dec 2018	🟩	🟩	🟧	🟩
June – Sep 2018	🟩	🟩	🟩	🟩
Feb – June 2018	🟧	🟩	🟩	🟩
Nov 2017 – Feb 2018	🟩	🟩	🟩	🟩

Project delivery to time

The project created and implemented a deployment plan, capturing the delivery of the 40 assets into the Service Delivery Areas, the completion of required training and the operational go live dates of the RRU vehicles over the period of September 2018 to March 2019. The project delivered to this schedule, with all RRU's being in place and operational to plan.

The project reported amber to time for the February to June 2018 period due to the development and amendment of Control Operating Procedures milestone. It was not met by the original reporting period however this did not impact the projects overall delivery to time. Project highlight reporting continued throughout the closing phase of the project

The projected end date, as per the approved dossier, was September 2018 in alignment with the initiation of the deployment plan and that full implementation would form part of business as usual activity. It was however agreed with senior responsible officers that the project should be extended and conclude once the deployment plan was completed in March 2019. At the time of the report a record of this decision could not be documented.

Project delivery to cost

The original project business case outlined costs for the introduction of 30 vehicles during phase one with a budget of £4.9 million and excluded training costs. At the time of the report the evaluation team were in receipt of no further revisions to this business case (approved or submitted) during the project's lifecycle.

The project entered the Senior Management Board (SMB), previously known as the Programme Office Board (POB), in September 2017 and within its approved dossier detailed the proposed purchase of 33 RRU vehicles (with three included as spare fleet) at a vehicle costs totalling £5.4 million. A revised business case, at the time of the evaluation, in line with these costs could not be documented. It can however be assumed that appropriate funding was allocated to the project as procurement was initiated in March 2018 in line with its project milestones.

A Project Change Request (01) was submitted and approved by the SMB in April 2018 and outlined the increased vehicle cost from £163k each to £191k and an increase in

the number of vehicles purchased from 33 to 40. It was not stipulated if the vehicle costs at the time of the request were asset only or if they included the additional resource costs required (training etc), an assumption has been made it was the latter based on initial costs outlined in the project business case.

With the purchase of 40 vehicles this would allude to a predicted total capital cost of £7,655,152 as per the change request. At the time of the evaluation the total capital cost is reported at £7,843,762 and equated to a cost of £196,094 per RRU.

At the time of the project closure request being submitted to the SMB early indication suggested the project came in under budget, however, this has since been reviewed as part of the evaluation and final figures are indicative of a £636,156 project overspend.

Below is a breakdown of the project spend as collated at the time of the evaluation by the project Finance Partner. It must be noted that due to the difficulties in tracing the budget evolution as indicated above, funding allocated to the project is captured as 'allocated budget':

	Actuals £	Allocated Budget £	Variance(-overspend/+underspend) £
Capital - Asset purchase	7,843,762	7,000,000	- 843,762
Resource Training and rollout	292,394	500,000	207,606
Total Project Spend	8,136,156	7,500,000	- 636,156

Capital note:	Average cost per asset was £196,094 instead of the £191,379 per project change request of Oct 2018
Resource note:	Training and roll out costs were significantly less than originally budgeted due to the blended approach to training and local instructors being used, in the main, rather than centralised TED trainers claiming overtime. Weekend and drill night training was used rather than full week training for RDS staff therefore no "loss of earnings" was claimed. Using drill nights saved c£15.5k. Driver training was reduced to less staff rather than every member of RDS crew saving c£50k and RDS RDS were not brought to Central training facilities as often therefore reducing travel and subsistence costs. The average cost per RDS staff was £930 against the original budgeted average cost per trainee of £1,610.

Project delivery to quality;

Technical and equipment issues were identified during the project lifespan and are planned to be captured as part of a future Asset Management review of the RRU project. Although the report acknowledges that technical issues were faced during the implementation of the RRU vehicles, which duly impacted the projects overall delivery to quality, this was captured and reported within quarterly highlight reporting accordingly. Modifications were made to the vehicles, after purchase, in relation to enhancements identified by the Health and Safety assessment process. The technicalities of the RRU vehicles will be explored as part of future reports.

Project delivery to resources and skills (status update)
The project delivered to its roll out plan and therefore it can be assumed the project had the right skills and sufficient resources to deliver its outputs. There are no reports or feedback to the contrary.

Summary of Findings
- There is the opportunity for the closing stages of a project to take a more evidence lead approach to the sponsorship of project closure at board level. Detailed project reporting and the gathering of supporting documentation should be encouraged in relation to time, cost and quality delivery at a board level. A future blue print of how this might look at board levels should be considered.
- There is a need to clarify the project business case process and expectations where additional funding, or allocated funding that requires to be released, exceeds pre-agreed financial tolerances at board level. Although increased project costs were captured within a change request a revised business case was not in place. The business case is used as a benchmark for the projects delivery to cost both during the projects life cycle and at closure.
- Appointed project finance personnel require the ability to track both resource and capital costs relating to the project, further review is required to understand if this is currently the case or if there can be improvements made to support regular reporting.
- A defined RAG definition for each project health measure would be beneficial to have in place.
- The implementation of a project decision log has the potential to support project records.
- Project end dates should be considered and internal expectations documented. Does a project's projected end date include its closing phase? Clarification and guidance would be beneficial moving forward so this can be considered as part of future projects.
- Reporting requirements of projects during the closing phase may also be of consideration, does the highlight report process benefit this phase or should other reporting be considered? *Managing Successful Programmes*© details a notification of intended closure and a submission of a closure timetable/instructions to the Portfolio/Programme Board.

4. PROJECT OUTPUTS

As part of the evaluation each output was reviewed and the assistance of appropriate directorates requested to provide supporting documentation and, or, confirmation of its delivery status. The project has largely delivered on all its agreed outputs.

The following outputs were identified in the project dossier;

Project Outputs, Dossier Rev 2	Output Type	Delivery Status
Proposal for RRU introduction and high-level specification;	Document	Delivered
RRU Business Case;	Document	Original only
RRU Implementation Report;	Document	Delivered
RRU Project Outline;	Document	Delivered
RRU Project Dossier;	Document	Delivered
RRU Vehicle and Equipment Specification;	Document	Delivered
RRU procurement;	Confirmation	*Delivered**
RRU Deployment Plan;	Document	Delivered
RRU Training Strategy;	Documents	Delivered
RRU mobilisation and operational use protocols;	Documents	Delivered
RRU performance standards;	Document	Project Dossier
Communication and Engagement Plan for RRU's;	Documents	Delivered
Delivery and integration of fully equipped RRU's into the SFRS.	Confirmation	*Delivered**

* In some instances, assumptions have been made based on evidence available as written confirmation was outstanding at the time of the report being written.

Summary of Findings
- The evaluation team required the support and cooperation from numerous directorates and departments to evidence the outlined project outputs. Future consideration should be given to the recording of such documents as part of the project closure process and for central storage of any such documents in line with agreed retention schedules. This provides the potential to support any reviews, audits or similar that might be carried out on a project after closure.
- As part of the identification process of outputs, as has been the case for the RRU project, these should be tangible and demonstrable. Consideration should also be given between key outputs and the potential interlink with listed project milestones.

5. PROJECT ACCEPTANCE CRITERIA

The following criteria was outlined to be used to assess the successful delivery of this project. Upon project evaluation the following update has been collated and where indicated evidence gathered in relation to its status:

Acceptance Criteria	Delivery	Met
RRU's are delivered into the SFRS to the; - correct specification, - on time and - on budget	Confirmation Confirmation Documentation	*Delivered** *Delivered** Not Met (1)
The Deployment Plan has been successfully delivered, with RRU's becoming operational at the identified locations, within the intended timeframes;	Confirmation	*Delivered**
Personnel at the RRU stations, and those surrounding as appropriate, are suitably trained to enable the appliances and equipment to be used safely and effectively;	Documentation	*Delivered** (2)
Supporting policies, procedures and protocols are in place for the mobilisation, deployment and safe use of RRU's and associated equipment;	Documentation	Delivered
Suitable performance measures have been developed and maintained to assess the impacts of RRU's.	Documentation	Partially delivered (3)

* In some instances, assumptions have been made based on evidence available as written confirmation was outstanding at the time of the report being written.

(1) The delivery of the RRU's on budget is considered as not met. At the time of writing the report an agreed financial tolerance figure could not be found within the approved business case or dossier. It is on this basis and due to the identified financial overspend within capital spending (more details can be found within the project health, delivery to cost section of the report) the project is deemed as not having met this aspiration.

(2) Receiving Stations of RRUs went 'live' operationally only once required personnel completed Ultra High-Pressure Firefighting System (UHPFS) Operators training.

(3) Performance measures were created to assess the impact of RRU's however only a small number were tracked on the performance dashboard due to data accessibility issue across directorates. Further detail can be found in Project Performance Measurement section of the report.

Summary of Findings
- Acceptance criteria is not currently captured as part of the Project Closing Report. There is the opportunity for closure reporting to take a more evidence lead approach, with details against acceptance criteria put forward at a Board level as part of the sponsored closure process.
- The evaluation team required the support and cooperation from numerous directorates and departments to evidence the project acceptance criteria. Future consideration should be given to the recording of such documents as part of the project closure process and for central storage of any such documents in line with agreed retention schedules. This provides the potential to support any reviews, audits or similar that might be carried out on a project after closure.

6. PROJECT BENEFITS & DISBENEFITS

It was envisaged that the introduction of RRU's to SFRS would support the 2016 -19 Strategic Plan priority of Modernising Response and Transformation. In particular the strategic objective that SFRS would ensure the way it responds to emergencies, when they occur, is tailored to meet the specific needs of communities and that they will explore new ways to meet Scotland's future needs.

It is important to note that at the initiation of this project, benefit and disbenefit measurements were not established. As part of the evaluation report retrospective work has been carried out to provide an understanding of their current status.

The vast majority of benefits are considered partially or not yet realised. Out of context both the term partially and not yet realised may be misinterpreted as demonstrating little or no progress to date. In reality, partial realisation of benefits marks a significant achievement and key milestone on the progressive journey of change. A number of those benefits deemed not yet realised can be attributed to the need to baseline, once this has been done and the required historical information collated these are assumed to move quickly to a realised status.

It should be noted that a SFRS Benefit Management Methodology has since been introduced to the Service and this will support future projects with the identification of benefits, baselining and measurement from the outset.

The benefits review below is an evidenced based self-assessment and has been based on twelve months of data since the introduction of RRU's to the Service.

To assess the status of the potential benefits and disbenefits associated with this project the following BRAG status has been utilised by the review team to highlight progress;

Colour	Benefit Status	Description	Measure Status	Description
Blue	**Realised**	Sufficient evidence available to demonstrate the benefit has been realised.	**Complete**	There is sufficient evidence available to demonstrate the measure is complete
Green	**Partially Realised**	Aspects of the benefit have been realised however further analysis is required to fully evidence the benefit	**Continued**	Aspects of the measure have been collated and analysed, however further analysis or evidence is still to be gathered/monitored
Amber	**Not Yet Realised**	There are dependencies or actions which require to be progressed to evidence.	**Not yet achieved**	There are dependencies on actions which require to be progressed to evidence.
Red	**Work Not Yet Commenced**	There has been no or very little evidence gathered to date	**Work not yet commenced**	There has been no or very little evidence gathered in relation to the measure.

Dossier Benefits (DB)

No.	Cashable Benefit	Benefit Status*	Reason/Comment	Measurement Status
DB1	Reduction in fuel and fleet maintenance costs, the latter predominantly where RRU's replace fleet that has passed its replacement date		RRU's use less fuel than a traditional type or older appliance so on this basis immediate savings can be evidenced in comparison to the appliances replaced.	
DB1 Note	The fuel, mileage and maintenance information pertaining to those vehicles that were replaced by RRU's was not available at the time of the evaluation. Further investigation would be required to see if these records could be sourced from archives. Fuel and mileage records have been received for the new RRU vehicles, however, RRU station access to SFRS fuel sites will need to be considered as part of the overall measurement.			
DB2	Reduction in age profile of current RRU fleet.		Less associated maintenance costs.	
DB2 Note	The vehicle and maintenance information pertaining to those that were replaced by RRU's was not available at the time of the evaluation. Further investigation would be required to see if these records could be sourced from archives to fully demonstrate this benefit. As the RRU's were new vehicles and introduced to the fleet to replace older vehicles it can be assured that the age profile has been reduced however maintenance records cannot be reviewed between new and replaced fleet to evidence the cost saving at this time.			

No.	Non Cashable Benefit	Benefit Status*	Reason/Comment	Measurement Status
DB3	Increased RDS availability and resilience at RRU stations.	.	There is evidence of some RRU stations attracting more applicants due to the new vehicle and its technology. Due to current timescales involved in	

			recruiting RDS staff and the relatively short time RRU's have been in service it is difficult to present an accurate at the moment. Ridership remains at 4 for RRU's so this aspect has yet to influence availability.	
DB3 Note	The introduction of RRU's alone has had little evidential impact on RDS availability to date. This benefit was initially tied to the project interdependency (retrospectively identified) of a reduced crewing model being agreed for RRUs. Crewing model changes were not agreed at the time of the evaluation so therefore this benefit has not yet been realised. With 12 months of the vehicles being available for operational use the measurement can be deemed as complete unless it is agreed year on year trends would be beneficial.			
DB4	Improved response time to operational incidents by RRU's.		Several operational assurance review returns have highlighted the RRU is better suited to driving narrow streets and country roads which has slightly improved attendance times for some incidents.	
DB4 Note	The introduction of RRU's alone has had little evidential impact on RDS response times to operational incidents. This benefit was initially tied to the project interdependency (retrospectively identified) of a reduced crewing model being agreed for RRUs. Crewing model changes were not agreed at the time of the evaluation so therefore this benefit has not yet been realised. With 12 months of the vehicles being available for operational use the measurement can be deemed as complete unless it is agreed year on year trends would be beneficial.			
DB5	Reduction in age profile of current RRU fleet.		Several RRU's have replaced appliances nearing or beyond their serviceable lifespan. This has had a positive effect on crews as well as enhancing SFRS image and reputation.	
DB5 Note	The vehicle information pertaining to those that were replaced by RRU's was not available in all cases at the time of the evaluation. A pre- project report provided the registration dates of 28 vehicles replaced by RRU's and demonstrate a reduction in age profile. Further investigation would be required to see if remaining records could be sourced from archives			

	to fully demonstrate age profile reduction. As the RRU's were new vehicles and introduced to the fleet to replace older vehicles it can be assumed that a reduction in age profile has been realised. However, in relation to the effect the introduction of vehicles has had on crews and SFRS image and reputation, further baselining will also be required in order to measure and demonstrate as a non cashable benefit.			
DB6	Direct environmental 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		RRU's use less fuel and water therefore reduce SFRS carbon footprint.	
DB6 Note	Vehicle information and fuel records pertaining to each vehicle replaced by RRU's was not available at the time of the evaluation. Further investigation would be required to see if these records could be sourced from archives to fully evidence this benefit. Indicative carbon saving calculations (based on generic vehicle information in some instance) shows the potential of a slight carbon saving to the Service by the introduction of RRU's. This is with consideration that six vehicles were brought into use for the purposes of training or spare fleet and the **assumption** these were not replacing older vehicles. Indicative figures: - Carbon savings for stations that received new RRU: **17.2 TCO2e** - TED Fleet Carbon Emissions: **3.8 TCO2e** Overall saving when factoring in TED RRU's: **13.4 TCO2e**			
DB7	Reduction in fuel and fleet maintenance costs, the latter predominantly where RRU's	N/A	See previous comments regarding carbon footprint.	N/A

	replace fleet that has passed its replacement date			
DB7 Note	Upon review, this benefit is captured both as part of the cashable benefit DB1 and non cashable benefit DB6 so a status update is not applicable but is captured within the evaluation as it is listed in the closing report.			
DB8	Improved community and firefighter safety through the introduction of modern firefighting and rescue technologies		The RRU provides a range of equipment that enhances FF and Community Safety. Improved safety can be contributed to new technology such as the UHPFS, E-Draulic combi tool, latest generation Thermal Image Camera and Operational Intelligence tablets.	
DB8 Note	The evaluation was able to demonstrate that new modern firefighting and rescue technologies were introduced to the Service based on new equipment contained on RRU's. Recent research published in the *Fire Simulation and Cardiovascular Health in Firefighters* report identified a link between heat and physical exertion during fire suppression activities and increased risk of acute myocardial infarction (heart attack) in firefighters. Any technology that reduced the heat exposure and physical exertion, such as the Ultra High Pressure Firefighting system included on the RRUs, is therefore expected to reduce this inherent risk. Further work is required in order to baseline and measure this benefit.			

* All text provided in the Benefit Reason/Comment column is as per the project closing report.

Forecasted Realisation of Benefits

Forecast dates for the realisation of the project dossier benefits (DB) 1,2,5,6,7 and 8 have been approximated as Q1-2 2020-21 and have been based on professional judgement and assessment of evidenced gathered to date. In some instances, forecast realisation dates may be extended where it has been determined that there would be benefit in assessing year on year trends.

It is essential that the whole picture of change is presented and information provided to the public to demonstrate the long-term effects of Rapid Response Units. It should therefore be noted the realisation of DB 3 & 4 would be interdependent with a reduced crewing model being agreed and put in place for RRU vehicles. With hind sight this should have been listed as an interdependency of the project and therefore not included within projected benefits or project performance criteria.

To support the full realisation of benefits to be demonstrated and measured, key actions are required;
- The support from the appropriate directorates in ascertaining baseline information pertaining to those vehicles replaced by RRU's. Specifically, the vehicle ages, 12 months mileage records, 12 months maintenance records and 12 months fuel records. Confirmation is also required if the six RRU's assigned to training and spare fleet replaced other vehicles or if they were additions. The access to RRU stations have to SFRS fuel stores would also be beneficial for consideration as part of the overall fuel usage etc. [DB 1, 2, 5, 6 & 7]
- Agreed baselining [DB 5 & 8]
- Agreement on benefits that require year on year trends to be identified and continued benefits realisation management [all]

Dossier Disbenefits (DDB)

Disbenefits management is invaluable in understanding what project stakeholders perceive as negative consequences of change, and help inform communications plans and realisation planning. It is important that disbenefits are identified, categorised and quantified and measured in the same way as benefits.

No.	Cashable Disbenefits	Disbenefits Status	Reason/Comment*	Measurement Status
DDB1	Increased workload for Fleet maintenance in terms of new technologies		Fleet technicians have been required to acquire new skills associated with RRU technology which incurred costs.	
DDB1 Note	A baseline of fleet workload & maintenance for vehicles replaced by RRU's was not established from the outset of the project. The increased cost RRU's have had to the service in terms of training fleet teams in RRU maintenance & new technologies have not yet been established; further baselining required.			
DDB2	Increased initial training workload for RDS and Training		The training planning and acquisition phase for TED and RDS staff involved significant costs.	

No.		Disbenefits Status*	Reason/Comment	Measurement Status
	and Employee Development personnel			
DDB2 Note	Additional training is required for personnel at RRU Station and this will include those new or transferring to RRU stations in the future. The training costs have been captured in relation to the project delivery.			
DDB3	Decreased lifecycle of new vehicles compared to traditional frontline appliances		Estimated lifecycle of the vehicle is less than a traditional fire appliance however this cannot be confirmed at this early stage. Some RRU'S may experience minimal usage thus extending their life cycle.	
DDB3 Note	In partnership with Asset Management further work is required to measure and baseline this disbenefits. Details pertaining to those vehicles replaced by RRU's, not available at the time of the evaluation, will be required.			
DDB4	Targeted high level investment in RRU's in rural areas will impact upon investment in other fleet and equipment		Funds allocated to the RRU project resulted in reduced budget for other fleet and equipment requirements.	
DDB4 Note	The impact upon investment into other fleet and equipment at the time of the RRU project requires further review in partnership with Asset Management in order to demonstrate and measure.			
No.	Non- Cashable Disbenefits	Disbenefits Status*	Reason/Comment	Measurement Status
DDB5	Increased workload for Fleet maintenance in terms of new technologies		Addition to existing workload for staff	

DDB5 Note	As a new vehicle type and equipment was brought into the Service an assumption can be made that this has had an impact on Fleets workload in terms of the new technology and associated training. Fleet workload & maintenance for vehicles replaced by RRU's will require to be baselined to fully demonstrate and measure this project disbenefit.			
DDB6	Increased initial training workload for RDS and Training and Employee Development personnel		Addition to existing workload for staff	
DDB6 Note	The additional two-day training course titled Ultra High-Pressure Firefighting System Operators course is required for personnel at RRU Stations in relation to the new technology introduced to the Service. This demonstrates an increase training workload for both RRU station and Training and Employee Development personnel.			

Summary of Findings
- SFRS benefits methodology was not in place during the life cycle of the project, which meant benefit owners, baselines and measurement criteria were not necessarily established. These are essential to the benefit realisation management process.
- Consideration should be given to the transition of benefits realisation from a project to business as usual activity and the reporting requirements.
- Involvement from stakeholders from the outset of benefit identification, baselining and measurements will support long term realisation.
- Future consideration should be given to the routine reporting of benefits throughout a projects life cycle and the governance and support that can be provided by the Organisation. Benefits might be of consideration to be included as standing agenda item at board levels.
- The 'test of change' model. Plan, Do, Study and Act (PDSA). Purchasing a small number of vehicles and studying the impact would have potentially supported the identification of dis-benefits prior to the purchase of further vehicles.
- The availability and accessibility of benefit measurement data needs to be considered and agreed from the outset of projects.
- In some organisations benefit maps are included as part of the business case process, consideration should be given to whether this is something that would support benefits management methodology particularly around cashable savings.

7. PROJECT PERFORMANCE MEASURES

The RRU project dossier outlined two sets of performance measures, pertaining to those that were project related and those at a Service Delivery level.

Project-Related
- The delivery of the key milestones will be the main indicators in terms of progress towards the successful delivery of the project;
- A project timeline will be developed to capture progress with tasks, actions and activities that are required to deliver key milestones;
- Progress will be monitored and reported upon in quarterly Highlight Reports, which will be submitted on behalf of the RRU Implementation Board to the Service Transformation Programme Office by the Project Manager, for onwards scrutiny by the SMB, previously known as the Programme Office Board, and Transformation and Major Projects Committee, previously known as the Service Transformation Committee.

The evaluation demonstrated quarterly highlight reports were submitted throughout the projects life cycle within the Portfolio Office Governance. These reports were used to monitor and track the projects delivery of key milestones.

It should however be noted that several key milestones were delivered prior to the project entering the Portfolio Office's governance. These pertained to design specification of vehicles and equipment, procurement and delivery of vehicles and equipment.

A project timeline was in place and was used to schedule and track the roll out of the RRU vehicles to stations, training delivery and the go live dates of stations.

The above performance measures were deemed completed upon closure and sufficient evidence to demonstrate all three were in place/followed

Service Delivery-Related
Specific performance measures were to be analysed or developed to assess the success of RRU implementation, including:

1. Impact upon RDS availability;
2. Impact upon resilience within the RDS and Volunteer model;
3. Impact upon response times across relevant station areas;
4. Impact upon fleet age profile;
5. Impact upon carbon dioxide emissions
6. Impact upon fuel and fleet maintenance costs;
7. Impact upon resolution of operational incidents, as measured through the Operational Assurance process.

A performance dashboard was created, and maintained, by the Data Services team capturing three of the outlined Service Delivery Related performance measures (one to three). The dashboard continues to be updated and made available to the Response & Resilience Directorate. As the impact of these performance measures was tied to the interdependency (retrospectively identified) of a reduced crewing model

being introduced for RRU's, to date there has been little evidential impact to these areas by the introduction of RRU's as crewing models have not changed.

Performance measures four to six were not routinely tracked. Further information has been requested in relation to these indicators to access performance, however, was not available at the time of the report. Further data will be required from the appropriate directorate to fully evaluate project performance.

A business as usual Operational Assurance review process is in place for RRU activity however to demonstrate RRU's impact upon resolution (performance measure seven) a baselining exercise will be required. A further review of RRU's is proposed to take place within the Response & Resilience Directorate where this performance indicator can be further evaluated.

Summary of Findings
- Performance Measures are not referenced within the Project Closing Report template. There is the opportunity for Closing Reporting to take a more evidence lead approach, with details against all performance measures put forward at a Board level as part of the closure process.
- In some cases, it may be appropriate to baseline performance measures from the outset and measurement criteria identified.
- Linking performance indicators to external decisions such as, crewing models, should be done with caution and under continual review.
- Performance Measures being in place both as part of the project delivery and its key deliverables should be considered a best practise approach.
- Consideration should be given around the reporting of performance measures both during and after the project life cycle.
- The availability and sharing of data pertaining to performance criteria should be outlined and agreed from the outset of a project. Where data is not freely available performance measures should be reviewed to ensure they remain **suitable** and a mechanism for reporting/recording agreed that covers all indicators. This should form a part of the routine review of a project dossier for projects running over large time scales (over one year)

8. PROJECT LESSONS LEARNED

Project Lessons Learned are captured by two means, within quarterly highlight reports submitted throughout the lifecycle of a project and within the closing report submitted to the Board and Committee for approval.

There was one project lesson learned during project delivery:

Reporting Period February – June 2018

Lessons Identified	Potential Benefits of Lesson
Location of Lightweight portable pump has caused health and safety issues in terms of manual handling, noise and CO exposure. Alternatives are currently being assessed.	Inform future design of RRU's, enhance FF safety and potentially reduce future costs.

The following lessons were outlined within the project closing report:

- The large-scale aspect of the project aligned to tight timescales provided significant challenges for those involved. Perhaps a "pilot" approach involving robust evaluation of options and a smaller number of appliances would have better supported Directorates delivering this project alongside "business as usual" activities.

- A hybrid approach to training involving local delivery and Directorate support should be considered as an effective and efficient option for future projects of this scale.

- The provision of "fully kitted" appliances with all the equipment provided at the same time as the new appliance should be considered when rolling out new appliances across the fleet, this method ensured that all of the operational staff were trained on the equipment during its deployment phase.

- Consultation with the Health & Safety function should commence at the earliest opportunity.

Lessons learned through operational activity continue to be captured through the SFRS Operational Assurance process. Data at the time of the project closure report being written was reviewed with feedback, and where appropriate, remedial action disseminated to RRU stations.

Summary of Findings
- Project lessons learned captured from the Project Closing reports are logged on a central Portfolio Office register for review as part of any future project initiation. Consideration could be given to inclusion of lessons captured throughout a projects life cycle.
- Consideration of the 'test of change' model. Plan, Do, Study and Act (PDSA) prior to large scale procurement.
- Health & Safety should be considered a key stakeholder in projects of this nature from its initiation.
- Hybrid training solutions between local and national delivery should be considered as part of projects training delivery.
- Findings of the project evaluation will also go on to support both projects and project methodology going forward.

9. PROJECT RISK

A project risk register was maintained throughout the lifecycle of the project by the project management and board. Upon closing there were no residual risks to the project.

The five following risks were identified as the most significant to the project, included is also the mitigation steps taken:

Category	Risk	Impact	Mitigation
Reputational/ Stakeholder Confidence	**Failure to deliver timely training on RRU's and equipment due to barriers created by RDS terms and conditions.**	The realisation of the benefits that RRU's would bring to the sustainability of the RDS model and more flexible deployment options would be delayed.	Engagement with RDS stations is being undertaken by Service Delivery Areas in conjunction with TED. This is with a view to establishing station preferences for the receipt of additional training in RRU's and associated equipment. All RDS stations involved in the initial tranche of RRUs have submitted returns on their preferred training delivery models, this has allowed TED to develop a draft Training Implementation Plan.
Reputational/ Stakeholder Confidence	**Failure to provide training on RRU's and equipment within required timescales due to lack of capacity within TED.**	The realisation of the benefits that RRU's would bring to the sustainability of the RDS model and more flexible deployment options would be delayed.	Additional funding has been provided to TED from the SFRS Capital budget to support training in these new appliances and operational equipment. A number of Train the Trainer courses have been delivered to both National Instructors and LSO Instructors to build capacity and resilience into the RRU Instructor pool. Training has been completed for the 6 WIOS station using a blend of National and LSO Instructors, this model is being replicated in all other LSO areas.
Financial	**Failure to provide training on RRU's and equipment within available finances.**	The SFRS could overspend in the short-term in respect of TED and LSO RDS budgets.	TED successfully applied for funding from the Service Transformation Fund, with £311,430 being allocated to assist with costs associated with Service Redesign training requirements. This funding has subsequently been increased to £500,000. TED and Finance business partners will monitor the spend on this budget line on a monthly basis to ensure

			only costs attributed solely to training are approved.
Operational	**Failure to amend all necessary Standard Operating Procedures and associated protocols to meet roll out schedule.**	The realisation of the benefits that RRU's would bring to the sustainability of the RDS model and more flexible deployment options would be delayed.	Priority is being given within the Response and Resilience Directorate to review and revise Standard Operating Procedures and other protocols in respect of RRU implementation, with this work being factored into the overall project planning methodology.
Operational	**Failure to reconfigure legacy control operating systems in a timely manner to support roll out.**	The realisation of the benefits that RRU's would bring to the sustainability of the RDS model and more flexible deployment options would be delayed.	Priority is being given within the Response and Resilience Directorate to update control operating systems in respect of RRU implementation, with this work being factored into the overall project planning methodology. 13/6/18 work is now being carried out to configure the systems

Summary of Findings
-   The evaluation team required the support and cooperation from the Project Manager to review Project Risk. Future consideration should be given to the recording of mitigated risk and any related documents as part of the project closure process. Central storage of any such documents, in line with agreed retention schedules, after project closure should also be reviewed to support future reviews, audits or similar.

10. PROJECT EQUALITY IMPACT & DATA PROTECTION IMPACT ASSESSMENTS

An individual Equality Impact Assessment (EIA) is not currently in place for RRU vehicles. At the time of initiation, it was felt that the overarching Service Transformation EIA as outlined in the project dossier would cover the implementation of the new vehicle type to the Service.

The introduction of new rapid response vehicles was not deemed as requiring a Data Protection Impact Assessment.

Summary of Findings
- The recording and storing of assessments that are deemed as not required for projects should be considered and stored for future reference to allow for greater transparency.
- EIA assessment requirements should be revisited by the appropriate directorate and action taken if required for the introduction of RRU's into the Service.

11. PROJECT GOVERNANCE

The RRU Project entered the Service Transformation programme in September 2017 and was noted by the Transformation and Major Projects Committee (TMPC), previously known as the Service Transformation Committee, on the 9th November 2017.

Outlined in the project dossier a number of key project milestones, pertaining to design, specification, procurement and delivery of RRUs were indicated to be delivered over the period of May to June 2017 and ahead of the project entering the programme.

The project had a RRU Implementation Board (RRUIB), chaired by the Project Executive Lead, and RRUIB Sub Group.

During the project life cycle within the Service Transformation programme, the project submitted one project change request due to increased projects costs. These pertained to the increased number of RRU's purchased and increased unit costs per RRU. This request was approved by the SMB, previously known as the Programme Office Board, and by the TMPC on the 10th May 2018. The evaluation team were not in receipt of a revised business case to this effect at the time of the report.

Quarterly project highlight reports were submitted throughout the duration of the projects life cycle within the Service Transformation programme.

The project board was disbanded on the 3rd of July 2019 and the project closing request accepted and approved by the SMB and TMPC on the 7th November 2019.

Summary of Findings
- There is a need to clarify the project business case process and expectations where additional funding, or allocated funding that requires to be released, exceeds pre-agreed financial tolerances at board level. Although increased project costs were captured within a change request a revised business case was not in place. The business case is used as a benchmark for the projects delivery to cost both during the projects life cycle and at closure.
- At project conception consideration should be given to the 'Route into the Programme' matrix to allow the project to benefit from the enhanced governance and scrutiny of the Senior Management Board and Transformation and Major Projects Committee from initiation.

- Terms of Reference (ToR) should be in place for all project Boards.
- ToR should include, where possible, the agreed tolerances of the project to support transparency and the due escalation of decisions out with these parameters.
- The project issued 'work packages' for cross directorate work, the effectiveness of which would be of value to understand for consideration across other projects.
- *Managing Successful Programmes*® (MSP) suggests prior to the disbanding of a project board consideration should be given to its governance and scrutiny over the closing project phase. Project Board sponsorship of closure would demonstrate;
    o That the business case has been satisfied
    o The project has completed satisfactorily (acceptance criteria, out puts, performance indicators)
    o Benefits
    o Business performance is stable
    o Any remaining handover or transition activities required have been defined and assigned to relevant business operations.
- MSP® suggests once a project indicates to the project board it is looking to move into its closure stages, instructions and a closing timetable can be produced for the programme or portfolio offices review

12. BUSINESS AS USUAL

Rapid response units (RRU) are now embedded within the business as usual activity of Service Delivery Areas and Asset Management in relation to the operational use and maintenance of the vehicles.

Instructors have been trained in the delivery of Ultra High-Pressure Firefighting System (UHPFS) Operators courses. This training will be delivered to new or transferring personnel to RRU Stations only once the employee has completed their Initial Task & Task Management and BA Courses.

A business as usual Operational Assurance review process is in place for RRU activity however it does not capture the impact RRU's have had upon the resolution of incidents in order to provide a performance update at this time. A further review of RRU's is proposed to take place within the R&R Directorate where performance indicators can be further evaluated.

A RRU performance dashboard is produced routinely, however, further review is required to assess if it continues to be required as a business as part of business as usual.

At the time of project closure the SFRS Benefits Management Strategy was not in place, however, it states *'Following programme or project closure, the PMO will make recommendations as to how business areas can ensure benefit realisation as business change transitions into business as usual.'*. The introduction of this process, and its structured inclusion as part of project methodology and project closure, will

further support successful benefit realisation. At the time of the evaluation owners and baseline measurements were not established for the project.

Summary of Findings
- The transition of project activity into business as usual is not currently captured in project management methodology internally, further consideration could be given to the governance and scrutiny that could be provided.
- Owners of benefit & performance indicators are yet to be fully established. This could be further supported by an improved Organisational understanding of benefits realisation and the future reporting requirements as part of business as usual thereafter.
- A project performance dashboard is being maintained and produced quarterly but the audience and or use of this report is not known after the point of project closure. Consideration during closure stages requires to be given to future reporting expectations and requirements of performance indicators.
- *Managing Successful Programmes©* (MSP) suggests prior to the disbanding of a project board consideration should be given to its governance and scrutiny over the closing project phase. Project Board sponsorship of closure would demonstrate;
    - That the business case has been satisfied
    - The project has completed satisfactorily (acceptance criteria, out puts, performance indicators)
    - Benefits
    - Business performance is stable
    - Any remaining handover or transition activities required have been defined and assigned to relevant business operations.
- MSP© suggests once a project indicates to the project board it is looking to move into its closure stages, instructions and a closing timetable can be produced for the programme or portfolio offices review

13. SUPPORTING DOCUMENTATION

RRU Project Evaluation - Supporting Documentation (SD) - Library

Report Section	Section Name	Document Type	Document Title (if applicable)	Doc. Ref. No.
3	**Project Health**	Word Documents	Project Highlight Reports (6)	**SD001-SD006**
		Word Document	Project Dossier v1	**SD007**
		Word Document	Project Dossier v2	**SD008**
		Word Document	Project Change Request	**SD009**
		Word Document	Project Closing Report	**SD010**

		Word Document	Confidential RRU Business Case (original)	**SD011**
		Excel Document	RRU Financial Close Report Detail	**SD012**
4	**Project Outputs**	Word Document	Confidential RRU Business Case (original)	**SD011**
		Word Document	RRU Implementation Board - RRU Report v3	**SD013**
		Word Document	Project Outline	**SD014**
		Word Document	Project Dossier	**SD008**
		Excel Document	V32 RRU Implementation Board Timeline (deployment plan)	**SD015**
		Word Document	RRU_I4_A4 - RRU Inventory	**SD016**
		Word Document	RRU Product Description	**SD017**
		Word Document	COPIncidentResponseV9.0	**SD018**
		SharePoint Link	RRU Operational use Documents	N/A
		Email	RRU Media Communication Plans - Various Word & PDF Documents	**SD019**
5	**Project Acceptance Criteria**	Word Document	Confidential RRU Business Case (original)	**SD011**
		Excel Document	RRU Financial Close Report Detail	**SD012**
		Excel Document	V32 RRU Implementation Board Timeline (deployment plan)	**SD015**
		Word Document	Project Dossier v2	**SD008**
		SharePoint Link	RRU Performance Dashboard (access by permission)	N/A
		Word Document	COPIncidentResponseV9.0	**SD018**
		SharePoint Link	RRU Operational use Documents	N/A
		Excel Document	Course Event Checker UHPFS	**SD020**
		Word Document	RRU Station Instructor Operator	**SD021**
		Excel Document	Course Event Checker UHPFS 1st April 2019 to 23 April 2020	**SD022**
		Email	SFRS Learning Content Management System (LCMS) RRU syllabus breakdown (Training & Equipment)	**SD023**
6	**Project Benefits**	SharePoint Link	RRU Performance Dashboard (access by permission)	N/A

		Excel Document	RRU Evaluation - Annual Info - Update June 2020 (carbon saving)	**SD024**
		Email	RRU Evaluation, Environmental Impact	**SD025**
		Word Document	RRU Implementation Board - RRU Report v3	**SD013**
		Excel Document	RRUEvaluation-AgeProfileOfVehiclesReplacedByRRUs	**SD032**
		Website Link (reference only)	Greenhouse Gas Equivalencies Calculator	N/A
		Website Link	Fire Simulation and Cardiovascular Health in Firefighters Report	N/A
7	**Performance Measures**	Word Documents	Project Highlight Reports	**SD001-SD006**
		Excel Document	V32 RRU Implementation Board Timeline (deployment plan)	**SD015**
		SharePoint Link	RRU Performance Dashboard (access by permission)	N/A
		Email	RRU Project Evaluation - RR Input - Performance Measure 7 (Operational Assurance review)	**SD026**
8	**Project Lessons Learned**	Word Documents	Project Highlight Report (6)	**SD001-SD006**
		Word Document	Project Closing Report	**SD010**
9	**Project Risk**	Email	Top five risks to the project	**SD027**
10	**Equality Impact Assessment & Data Protection Impact Assessment**	Email	Rapid Response Units Phase One - Project Evaluation - EIA	**SD028**
		Email	GDPR - RRU Project - Project Evaluation	**SD029**
11	**Project Governance**	Word Document	SFRS Route into the Programme	**SD030**
12	**Business as Usual**	Website Link	SFRS Benefits Management Strategy	N/A
		PDF	RRU position paper	**SD031**

Where appropriate chain email trails have been shortened to allow pertinent supporting information to be visible.

14. BIBLIOGRAPHY

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- Police Scotland, Post Implementation Benefits Review – a review of year one (April 2014)
- NHS Improvement, Online library of Quality, Service Improvement and Redesign tools; https://improvement.nhs.uk/documents/2142/plan-do-study-act.pdf
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15. ACKNOWLEDGEMENTS

The evaluation team would like to thank colleagues from across the Service for their time, contribution and support of the RRU Project Evaluation.

16. APPENDIX

A) RFTP & RRU PROJECT EVALUATION COMBINED ACTION PLAN

PROJECT EVALUATION FINDING	THEME & ACTION STEP ONE	SUPPORTING LEAD	OUTCOME
Project Health			
There is the opportunity for the closing stages of a project to take a more evidence lead approach to the sponsorship of project closure at Board level. Detailed project reporting and the gathering of supporting documentation should be encouraged in relation to time, cost and quality delivery at a Board level. A future blue print of how this might look at Board levels should be considered.	Process	Portfolio Office	
There is a need to clarify the project business case process and expectations where additional funding, or allocated funding that requires to be released, exceeds pre-agreed financial tolerances at Board level. Although increased project costs were captured within a change request, a revised business case was not in place. The business case is used as a benchmark for the projects delivery to cost both during the projects life cycle and at closure.	Process	Finance and Decision Support	
[RFTP] Further consideration should be given around the tracking of business case activity once handed over to business as usual and its alignment to strategic decision making.	Process	Finance and Decision Support	
Appointed project finance personnel require the ability to track both resource and capital costs relating to the project, further review is required to understand if this is currently the case or if there can be improvements made to support regular reporting.	Process	Finance and Decision Support	

A defined RAG definition for each project health measure would be beneficial to have in place.	Process	Portfolio Office	
The implementation of a project decision log has the potential to support project records	Process	Portfolio Office	
Project end dates should be considered and internal expectations documented. Does a project's projected end date include its closing phase? Clarification and guidance would be beneficial moving forward so this can be considered as part of future projects	Process	Portfolio Office	
Reporting requirements of projects during the closing phase may also be of consideration, does the highlight report process benefit this phase or should other reporting be considered? *Managing Successful Programmes*© details a notification of intended closure and a submission of a closure timetable/instructions to the Portfolio/Programme Board	Process	Portfolio Office	
Project Outputs			
The evaluation team required the support and cooperation from numerous directorates and departments to evidence the outlined project outputs. Future consideration should be given to the recording of such documents as part of the project closure process and for central storage of any such documents in line with agreed retention schedules. This provides the potential to support any reviews, audits or similar that might be carried out on a project after closure.	Process	Portfolio Office	
As part of the identification process of outputs, as has been the case for the RRU & RFTP projects, these should be tangible and demonstrable. Consideration should also be given between key outputs and the potential interlink with listed project milestones	Process	Portfolio Office	
Project Acceptance Criteria			

Acceptance criteria is not currently captured as part of the Project Closing Report. There is the opportunity for closure reporting to take a more evidence lead approach, with details against acceptance criteria put forward at a Board level as part of the sponsored closure process.	Process	Portfolio Office	
The evaluation team required the support and cooperation from the Project Manager to evidence the project acceptance criteria. Future consideration should be given to the recording of such documents as part of the project closure process and for central storage of any such documents in line with agreed retention schedules. This provides the potential to support any reviews, audits or similar that might be carried out on a project after closure	Process	Portfolio Office	
Project Benefits & Disbenefits			
SFRS benefits methodology was not in place during the life cycle of the project, which meant Benefit owners, baselines and measurement criteria were not necessarily established. These are essential to the benefit realisation management process.	Planning	Portfolio Office	
Consideration should be given to the transition of benefits realisation from a project to business as usual activity and the reporting requirements	Process	Portfolio Office	
Involvement from stakeholders from the outset of benefit identification, baselining and measurements will support long term realisation.	Planning	Portfolio Office	
Future consideration should be given to the routine reporting of benefits throughout a projects life cycle and the governance and support that can be provided by the Organisation. Benefits might be of consideration to be included as standing agenda item at board level	Process	Portfolio Office	

[RRU Project] The 'test of change' model. Plan, Do, Study and Act (PDSA). Purchasing a small number of vehicles and studying the impact would have potentially supported the identification of key benefits prior to the purchase of further vehicles.	Planning	Portfolio Office	
The availability and accessibility of benefit measurement data needs to be considered and agreed from the outset of projects.	Planning	Portfolio Office	
In some organisations benefit maps are included as part of the business case process, consideration should be given to whether this is something that would support benefits management methodology particularly around cashable savings.	Planning	Portfolio Office & Finance and Decision Support	
[RRU Project] To support the full realisation of benefits to be demonstrated and measured, key actions are required; - The support from the appropriate directorates in ascertaining baseline information pertaining to those vehicles replaced by RRU's. Specifically, the vehicle ages, 12 months mileage records, 12 months maintenance records and 12 months fuel records. - Confirmation is also required if the six RRU's assigned to training and spare fleet replaced other vehicles or if they were additions. - Station access to SFRS fuel stores, in order to ensure usage can be considered as part of the overall fuel consumption of vehicles [DB 1, 2, 5, 6 & 7] - Agreed baselining [DB 5 & 8] - Agreement on benefits that require year on year trends to be identified and continued benefits realisation management [all]	Review	Portfolio Office and Asset Management	
Project Performance Measures			

Performance Measures are not referenced within the Project Closing Report template. There is the opportunity for Closing Reporting to take a more evidence lead approach, with details against all performance measures put forward at a Board level as part of the closure process. The RFTP project added a copy of their performance measurements as an appendix to their closing report.	Process	Portfolio Office	
In some cases, it may be appropriate to baseline performance measures from the outset and measurement criteria identified.	Process	Portfolio Office	
Linking performance indicators to external decisions such as, crewing models, should be done with caution and under continual review.	Process	Portfolio Office	
Performance Measures being in place both as part of the project delivery and its key deliverables should be considered a best practise approach.	Process	Portfolio Office	
Consideration should be given around the reporting of performance measures both during and after the project life cycle.	Process	Portfolio Office	
The availability and sharing of data pertaining to performance criteria should be outlined and agreed from the outset of a project. Where data is not freely available performance measures should be reviewed to ensure they remain **suitable** and a mechanism for reporting/recording agreed that covers all indicators. This should form a part of the routine review of a project dossier for projects running over large time scales (over one year)	Process	Portfolio Office	
Project Lessons Learned			
Project lessons learned captured from the Project Closing reports are logged on a central Portfolio Office register for review as part of any future project initiation. Consideration could be given to inclusion of lessons captured throughout a projects life cycle.	Process	Portfolio Office	

Consideration of the 'test of change' model. Plan, Do, Study and Act (PDSA) prior to large scale procurement.	Planning	Portfolio Office	
Health & Safety should be considered a key stakeholder in projects of this nature from its initiation.	Planning	Portfolio Office	
Hybrid training solutions between local and national delivery should be considered as part of projects training delivery.	Planning	Portfolio Office	
Project Risk			
The evaluation team required the support and cooperation from the Project Manager to review Project Risk. Future consideration should be given to the recording mitigated risk and any related documents as part of the project closure process. Central storage of any such documents, in line with agreed retention schedules, after project closure should also be reviewed to support future reviews, audits or similar.	Process	Finance and Decision Support	
Project Equality Impact and Data Protection Impact Assessments			
The recording and storing of assessments that are deemed as not required for projects should be considered and stored for future reference to allow for greater transparency.	Process	Portfolio Office and Records Management	
[RRU Project] Equality Impact Assessment requirements should be revisited by the appropriate directorate and action taken if required for the introduction of RRU's into the Service.	Review	Portfolio Office and Equality and Diversity Team	
Project Governance			
There is a need to clarify the project business case process and expectations where additional funding, or allocated funding that requires to be released, exceeds pre-agreed financial tolerances at board level. Although increased project costs were captured within a change request a revised business case was not in place. The business case is used as	Process	Finance and Decision Support	

a benchmark for the projects delivery to cost both during the projects life cycle and at closure			
[RRU Project] At project conception consideration should be given to the 'Route into the Programme' matrix to allow the project to benefit from the enhanced governance and scrutiny of the Senior Management Board and Transformation and Major Projects Committee from initiation.	Process	Portfolio Office	
Terms of Reference (ToR) should be in place for all project Boards.	Process	Portfolio Office	
ToR should include, where possible, the agreed tolerances of the project to support transparency and the due escalation of decisions out with these parameters.	Process	Portfolio Office	
[RRU Project] The RRU project issued 'work packages' for cross directorate work, the effectiveness of which would be of value to understand for consideration across other projects.	Review	Portfolio Office	

Managing Successful Programmes® (MSP) suggests prior to the disbanding of a project board consideration should be given to its governance and scrutiny over the closing project phase. Project Board sponsorship of closure would demonstrate;
   o That the business case has been satisfied
   o The project has completed satisfactorily (acceptance criteria, out puts, performance indicators)
   o Benefits
   o Business performance is stable
   o Any remaining handover or transition activities required have been defined and assigned to relevant business operations.
	Process	Portfolio Office	

MSP® suggests once a project indicates to the project Board it is looking to move into its closure stages, instructions and a closing timetable can be produced for the programme or portfolio offices review	Process	Portfolio Office	
Business as Usual			
The transition of project activity into business as usual is not currently captured in project management methodology internally, further consideration could be given to the governance and scrutiny that could be provided.	Review	Portfolio Office	
Owners of benefit & performance indicators are yet to be fully established. This could be further supported by an improved Organisational understanding of benefits realisation and the future reporting requirements as part of business as usual thereafter.	Review	Portfolio Office	
[RFTP] Further consideration should be given around the tracking of business case activity once handed over to business as usual and its alignment to strategic decision making.	Process	Finance and Decision Support	
[RRU Project] A project performance dashboard is being maintained and produced quarterly but the audience and or use of this report is not known after the point of project closure. Consideration during closure stages requires to be given to future reporting expectations and requirements of performance indicators.	Review	Portfolio Office and Data Services	

Managing Successful Programmes© (MSP) suggests prior to the disbanding of a project board consideration should be given to its governance and scrutiny over the closing project phase. Project Board sponsorship of closure would demonstrate;
    o That the business case has been satisfied
    o The project has completed satisfactorily (acceptance criteria, out puts, performance indicators)
	Process	Portfolio Office	

o Benefits o Business performance is stable o Any remaining handover or transition activities required have been defined and assigned to relevant business operations			
MSP© suggests once a project indicates to the project board it is looking to move into its closure stages, instructions and a closing timetable can be produced for the programme or portfolio offices review	Process	Portfolio Office	

Finding Theme Key Guide	
Finding Theme	**Initial Action - Step One**
Process	This finding requires consultation and review of existing, new or future process.
Planning	This finding should be considered as part of project planning.
Review	This finding requires to be reviewed, owner to be identified and action taken where applicable.

Service Development

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Rural Full Time Post (RFTP)

Project Evaluation Report

Prepared by:	Leanne Stewart, Programme Officer
Sponsored by:	ACO Paul Stewart, Service Development
Presented by:	ACO Paul Stewart, Service Development

Governance Route for Report	**Meeting Date**	**Comment**
Portfolio Office Management	*02 July 2020*	*Approved for submission.*
Senior Management Board	*15 July 2020*	*Approved, document finalised/DRAFT marking removed.*
Transformation and Major Projects Committee	*06 August 2020*	*Scrutiny provided.*
Senior Management Board	*24 March 2021*	*Approved. Version 2; Action plan added & minor changes to the report.*
Transformation and Major Projects Committee	*06 May 2021*	*For scrutiny.*

Safety. Teamwork. Respect. Innovation.

INDEX

1. INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) is fully accountable, and is committed to, maximising its public value by delivering a high quality, sustainable fire and rescue service for Scotland. It is therefore important that the SFRS continually evaluates how we operate to ensure we are strengthening performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

The Rural Full Time Post (RFTP) project gained approval for closure on 7th November 2019 and formed a part of the SFRS Service Transformation Programme. As one of the first projects within the programme to close, it is pertinent that the Service reviews and evaluates its delivery. This will allow SFRS to continue to develop and improve its approach to Portfolio Management.

RFTP PROJECT BACKGROUND

The Board of the Scottish Fire and Rescue Service (SFRS) endorsed a proposal from the organisation's Strategic Leadership Team to implement their Vision for Service Redesign.

The Vision articulated how the SFRS could do more for the people of Scotland by broadening the role of our firefighters, rewarding them as appropriate for taking on new responsibilities, and rebalancing frontline resources to better match them with risks now facing communities.

Following this decision being made by the Board, the first phase of the Service Redesign journey progressed. One of the elements of the first phase was the introduction of Rural Full Time Posts (RFTP), now known as Retained Duty System (RDS)/Volunteer Support Watch Commanders, into the SFRS. These were new concept posts that were envisaged to see full time personnel working alongside RDS, Volunteer colleagues and local communities in the more rural parts of Scotland.

The project ran from December 2017 to October 2019 and a closure report was approved by the Transformation and Major Projects Committee on 7th November 2019.

SCOPE OF PROJECT EVALUTION

The project evaluation will look to understand, and evidence, if the project delivered on its aspirations and will focus on the following areas in order to fully evaluate;

- **Project Health,** the projects delivery to Time, Cost, Quality, Resources & Skills throughout its lifecycle.

- **Project Outputs,** were these delivered? If so, how? If not, why not?

- **Project Acceptation Criteria**, were these met? If so, how? If not, why?

- **Project Benefits & Disbenefits**, what benefits and disbenefits have been realised at this stage? If so, how? If not, when will these be expected to be delivered and when should a final benefits implementation review take place.

- **Project Performance Measures,** review of project performance throughout its lifecycle to date.

- **Project Lessons Learned,** what lessons were learnt throughout the project lifecycle? What can be taken away at a programme level and shared?

- **Project Risk,** how was this managed by the project?

- **Project EIA & DPIA assessment,** this section will look to review the assessments carried out and demonstrate how these have supported the project delivery.

- **Project Governance,** this section of the report will look at the projects governance routes and look to understand how this has supported project delivery throughout its life cycle.

- **Business as Usual,** how was this process managed? Who will monitor performance and realisation of benefits in the years ahead?

EVALUATION METHODOLOGY

The project evaluation will focus on analysing both quantitative and qualitative information; and involve the analysis of statistical and financial information.

The evaluation is to be carried out internally by the Portfolio Management Office and to be sponsored by the Head of Service Development.

EVALUATION TIMESCALE

The project evaluation will be carried out during May and June 2020.

2. PROJECT EVALUATION EXECUTIVE SUMMARY

The Rural Full Time Post (RFTP) Project Evaluation report is an evidenced based self-assessment. As such, the review team considers there to be merit subjecting the findings and forecasts outlined within this report to external validation.

This report should be viewed as an opportunity to assist the continued growth and development of the SFRS project management methodology and should play a vital role in the continued assessment of the how and why to ensure we continue to support our projects in reaching successful outcomes.

POSTIVES

- The overarching objective of the project was to develop the RFTP concept with the aim of delivering 50-60 posts over a three year period into the SFRS.
  - The position of Retained Duty System (RDS)/Volunteer Support Watch Commander was established.
  - During year one and two 36 posts were introduced to the Service with the intention of future positions being rolled out as part of business as usual.
- All project benefits have been achieved and are measurable.
- The project demonstrated cross directorate partnership working which supported delivery of its objectives.
- The end of project evaluation has provided the opportunity to review and consider improvements to current project methodology. Project Lessons Learned and those future considerations identified as part of the evaluation will be invaluable to Service and shared with stakeholders.

FUTURE CONSIDERATIONS

There are future considerations that can be taken from many of the findings of this report, however, some of the key items are as follows;

- A review of project closure methodology at Project and Programme Board level to allow a more evidence-based approach to the closing phases of a project;
  - A more inclusive closing report template; covering additional sections such as acceptance criteria and performance measurements as agreed in the project dossier.
  - The benefit of governance & scrutiny during the transition of project activity into business as usual with a focus on performance and benefit realisation ownership.
  - Inclusion of project closure expectations within Board terms of reference, for example the defining of project closure sponsorship requirements.
  - The central storage of supporting project documentation, held in line with retention schedules, after project closures.

- Project Business Case process;
  - o Routine end of financial year reporting throughout project lifecycle.
  - o Clarification on governance requirements for adjustments to project business cases when additional funding is requested or the release of funding that is out with agreed (if any) tolerances is required.
  - o The accessibility of both asset and resource costs by appointed project finance responsible in order to monitor and routinely report on the projects delivery to its agreed business case.
  - o Clarification of the handover process of project business cases into business as usual activity and its alignment with decision making.

- The integration of the SFRS Benefits Management Strategy into all projects and the introduction of routine benefit realisation and measurement reporting during a project life cycle.

3. PROJECT HEALTH

Reported project health during lifecycle:

Reporting Period	Delivery to Time	Delivery to Cost	Delivery to Quality	Resource and Skills Status Update
June – September 2019	🟩	🟩	🟩	🟩
March – June 2019	🟩	🟩	🟩	🟩
December 2018 – March 2019	🟩	🟩	🟩	🟩
September – December 2018	🟩	🟩	🟩	🟩
June – September 2018	🟩	🟩	🟩	🟩
February – June 2018	🟥	🟩	🟩	🟩

Project delivery to time

The project was phased over a three-year period with conclusion scheduled in March 2021. In year one and year two, 2019 and 2020 respectively, the project delivered 18 posts year on year. With phase three activity now to be carried out as part of business as usual processes.

Phase three is to take place as part of business as usual and will follow the same methods of recruitment, selection and development of appointed RDS/Volunteer Support Watch Commanders.

During the projects life cycle, it reported red to time for the February to June 2018 period as only estimated project milestones were in place during that time in lieu of a Project Manager being appointed. A Project Manager was however appointed at the time of the highlight report and a project change request was duly submitted for approval. The project change surrounded a review and adjustment of the projects milestones by the new Project Manager. This did not impact the projects overall delivery to time.

The project was approved for closure on the 3rd October 2019 by the Senior Management Board (SMB) (previously known as the Programme Office Board).

Project delivery to cost

The project business case outlined costs for the introduction of 54 Rural Watch Managers into the Service, with an investment of circa £1.3 million in capital and one-off resource costs in order to establish.

The original three-year capital allocation of £989.9k included an anomaly worth £156.1k that was identified during standard monthly monitoring. This money was transferred back to the corporate budget and reallocated to other initiatives by the Senior Leadership Team. During Financial Year 19/20 a further £3k was transferred back into the corporate budget for reallocation, due to a delay in recruitment of staff. The actual project budget has been captured as the 'Revised Budget' in the summary table below.

At the time of the project closure early indication suggested the project came in under budget for years one and two, this has been further substantiated as part of the evaluation of delivery to cost.

Below is a breakdown of the project spend as collated at the time of the evaluation by the project Finance Partner. It should be noted that at the time of the report an assumption has been made that one off costs pertaining to fuel and mobile usage has been to budget, further information would be required in order to authenticate:

	Original 3 Year Business Case Budget (£000)	Adjusted Allocation 3 Year Budget (£000)	Year 1 & 2 spend to budget (£000) (over)/under
Capital	989.9	833.8	18.88
One off Resource	44.2	44.2	(5.12)
Reoccurring Resources	2964	2961	63.49
Total Underspend for Years One & Two:			74.26

Based on the adjusted allocation, this project has come in £74.26k under its allocated budget for the first two years.

Recurring resource costs are significantly lower than allocated over the first two years at circa £63k as a result of Fleet Technicians being hired through the Government apprenticeship scheme and the different mix of RDS/Volunteer Support Watch Commanders on development and competent salaries (budget assumption was for 100% competent salaries).

The capital spend is £18.88k less than allocated due to lower than planned unit costs for vehicles and ICT equipment and less helmets issued than expected as some staff already had helmets. These underspends have been slightly offset by £5.12k due to greater than anticipated issue of personal protection equipment.

From a budgeting perspective this project is now considered "business as usual" so no further allocations to other initiatives will be made from this project.

Project delivery to quality;
The project was delivered in collaboration with each Directorate and the Service Delivery Areas. A robust communications and engagement strategy ensured that the role was developed considering requirements at a national and local level. Consideration was also given to creating a rewarding job role for individuals that would satisfy personal needs and work/life balance.

Project delivery to resources and skills (status update)
The project delivered to its roll out plan and therefore it can be assumed the project had the right skills and sufficient resources to deliver its outputs. There are no reports or feedback to the contrary.

Summary of Findings

- There is the opportunity for the closing stages of a project to take a more evidence lead approach to the sponsorship of project closure. Detailed project reporting and the gathering of supporting documentation should be encouraged in relation to time, cost and quality delivery. A future blue print of how this might look at board levels should be considered.
- There is a need to clarify the project business case process and expectations where additional funding, or allocated funding that requires to be released, exceeds pre-agreed financial tolerances at board level. Although increased project costs were captured and funding allocation increased a revised business case was not in place. The business case is used as a benchmark for the projects delivery to cost both during the projects life cycle and at closure.
- Further consideration should be given around the tracking of business case activity once handed over to business as usual and its alignment to strategic decision making.
- Appointed project finance personnel require the ability to track both resource and capital costs relating to the project, further review is required to understand if this is currently the case or if there can be improvements made to support regular reporting.
- A defined RAG definition for each project health measure would be beneficial to have in place.
- The implementation of a project decision log has the potential to support project records.
- Project end dates should be considered and internal expectations documented. Does a project's projected end date include its closing phase? Clarification and guidance would be beneficial moving forward so this can be considered as part of future projects.
- Reporting requirements of projects during the closing phase may also be of consideration, does the highlight report process benefit this phase or should other reporting be considered? *Managing Successful Programmes*© details a notification of intended closure and a submission of a closure timetable/instructions to the Portfolio/Programme Board.

4. PROJECT OUTPUTS

As part of the evaluation each output was reviewed and the assistance of appropriate directorates requested to provide supporting documentation and, or, confirmation of its delivery status. The project has delivered on all its agreed outputs.

The following outputs were identified in the project dossier;

Project Outputs, Dossier Rev 2	Output Type	Delivery Status
Report on Scope of RFTP role;	Word Document	Received
Person Specification for RFTP;	Word Document	Received
Job Description/Role Map for RFTP	Word Document	Received
Confirmation of locations for RFTP's	Word Document	Received

Recruitment of Suitable RFTP Employees;	Email	Received
Learning and Development Programme for RFTP;	Excel Document	Received
Tactical Communication and Engagement Plan for RFTP;	Word Document	Received
Performance Framework measures for RFTP's including benefits realisation.	Email	Received

Summary of Findings

- The evaluation team required the support and cooperation from the Project Manager to evidence the outlined project outputs. Future consideration should be given to the recording of such documents as part of the project closure process and for central storage of any such documents in line with agreed retention schedules. This provides the potential to support any reviews, audits or similar that might be carried out on a project after closure.
- As part of the identification process of outputs, as has been the case for the RFTP project, these should be tangible and demonstrable. Consideration should also be given between key outputs and the potential interlink with listed project milestones.

5. PROJECT ACCEPTANCE CRITERIA

The following criteria was outlined to be used to assess the successful delivery of this project. Upon project evaluation the following update has been collated and where indicated evidence gathered in relation to its status:

Acceptance Criteria	Met
RFTP-holders are employed into the SFRS in the selected locations on time and within budget;	Delivered
RFTP-holders receive appropriate training to enable them to undertake their full role safely and competently;	Delivered (1)
Suitable infrastructure is in place to provide appropriate accommodation and associated facilities, and transport for RFTP-holders.	Delivered (2)
Implementation of Performance Framework measures for RFTP's including benefits realisation.	Delivered (3)

(1) Upon uptake of the post all RDS/Volunteer Support Watch Commanders attended a five day induction course.
(2) Suitable infrastructure was established as part of the stakeholder engagement process. Necessary vehicle and ICT equipment was also identified and purchased in line with the project business case.
(3) Performance framework is maintained and recorded by post holders

Summary of Findings

- Acceptance criteria is not currently captured as part of the Project Closing Report. There is the opportunity for closure reporting to take a more evidence lead approach, with details against acceptance criteria put forward at a Board level as part of the sponsored closure process.
- The evaluation team required the support and cooperation from the Project Manager to evidence the project acceptance criteria. Future consideration should be given to the recording of such documents as part of the project closure process and for central storage of any such documents in line with agreed retention schedules. This provides the potential to support any reviews, audits or similar that might be carried out on a project after closure.

6. PROJECT BENEFITS & DISBENEFITS

It was envisaged that the introduction of RDS/Volunteer Support Watch Commanders to SFRS would support the 2016 -19 Strategic Plan priority of Transformation, and in particular the strategic objectives that we will explore new ways of working to meet Scotland's future needs and that we will continue to manage and deploy our assets to meet the different needs of our communities.

The benefits of this project are considered realised, although further consideration should be given to the inclusion of further RDS/Volunteer Support Watch Commanders being introduced to the Service as part of business as usual activity.

The benefits review below is an evidenced based self-assessment and has been based on six months of data since the introduction of RDS/Volunteer Support Watch Commanders to the Service during year one of the project (14th January to 30th June 2019). As the position is new to the Service, and the activity of a RDS/Volunteer Support Watch Commander has been collated separately to that of the Stations they support, the baseline for benefit measurement can be considered as zero and the contribution measured against this.

To assess the status of the potential benefits and disbenefits associated with this project the following BRAG status has been utilised by the review team to highlight progress;

Colour	Benefit Status	Description	Measure Status	Description
Blue	**Realised**	Sufficient evidence available to demonstrate the benefit has been realised.	**Complete**	There is sufficient evidence available to demonstrate the measure is complete
Green	**Partially Realised**	Aspects of the benefit have been realised however further analysis is required to fully	**Continued**	Aspects of the measure have been collated and analysed, however further analysis or

		evidence the benefit		evidence is still to be gathered/monitored
Amber	**Not Yet Realised**	There are dependencies or actions which require to be progressed to evidence.	**Not yet achieved**	There are dependencies on actions which require to be progressed to evidence.
Red	**Work Not Yet Commenced**	There has been no or very little evidence gathered to date	**Work not yet commenced**	There has been no or very little evidence gathered in relation to the measure.

Dossier Benefits (DB)

No.	Cashable Benefit	Benefit Status	Reason/Comment*	Measurement Status
	None identified.			
No.	Non Cashable Benefit	Benefit Status	Reason/Comment*	Measurement Status
DB1	Improvements to FF safety through gathering Operational Intelligence		214 reviews of risk premises carried out during first six months by RFTP.	
DB2	Improved outcomes for communities covered by RFTP's due to increased Community Safety activity		293 Community events supported.	
DB3	Improved RDS availability and increased resilience within the RDS/Volunteer model.		Nearly 6000 hours have been provided by RFTP's to enable appliance availability. This has also included 254 mobilisations to incidents where SFRS would not have been able to respond without the presence of the RDS/Volunteer Support Manager. In addition to this, 22 recruitment events have been supported by RFTP involving 589 hours.	
DB4	Enhanced training provision for RDS/Volunteer personnel supported by RFTP's		1147 hours training support provided by RFTP's including organising station exercises, provision of appropriate maintenance training and general admin support.	

* All text provided in the Benefit Reason/Comment column is as per the project closing report and is evidenced by the performance data provided within its appendix. Data pertains to activity during the six-month period of 14th January to 30th June 2019

Dossier Disbenefits (DDB)

Disbenefits management is invaluable in understanding what project stakeholders perceive as negative consequences of change, and help inform communications plans and realisation planning. It is important that disbenefits are identified, categorised and quantified and measured in the same way as benefits.

No.	Cashable Disbenefit	Disbenefit Status	Reason/Comment*	Measurement Status
DDB1	Recruitment of RFTP's will be offset by rebalancing of existing wholetime resources.	-	Rebalancing is yet to take place and is subject to the successful delivery of other Transformation projects.	-
DDB2	Investment will be required in SFRS infrastructure to support RFTP's regarding property and maintenance		This has involved the purchase of additional vehicles, costs are included in this report. No impact on property infrastructure however it is likely that some utility costs may have risen slightly due to workplace usage increasing in RDS stations.	
No.	Non Cashable Disbenefit	Disbenefit Status*	Reason/Comment*	Measurement Status
DDB3	None identified.			

* All text provided in the Benefit Reason/Comment column is as per the project closing report, the RFTP cost analysis demonstrates the costs incurred.

Summary of Findings
- SFRS benefits methodology was not in place during the life cycle of the project, which meant benefit owners, baselines and measurement criteria were not necessarily established. These are essential to the benefit realisation management process.
- Consideration should be given to the transition of benefits realisation from a project to business as usual activity and the reporting requirements.

- Future consideration should be given to the routine reporting of benefits throughout a projects life cycle and the governance and support that can be provided by the Organisation. Benefits might be of consideration to be included as standing agenda item at board levels.
- In some organisations benefit maps are included as part of the business case process, consideration should be given to whether this is something that would support benefits management methodology particularly around cashable savings.

7. PROJECT PERFORMANCE MEASURES

The RFTP project dossier outlined two sets of performance measures, pertaining to those that were project related and those at a Service Delivery level.

Project-Related

- The delivery of the key milestones will be the main indicators in terms of progress towards the successful delivery of the project;
- A project timeline will be developed to capture progress with tasks, actions and activities that are required to deliver key milestones;
- Progress will be monitored and reported upon in quarterly Highlight Reports, which will be submitted to the Programme Office by the Project Manager, for onwards scrutiny by the Programme Office Board and Transformation and Major Projects Committee.

The evaluation demonstrated quarterly highlight reports were submitted throughout the projects life cycle within the Programme Office Governance. These reports were used to monitor and track the projects delivery of key milestones.

The project milestones as outlined within the project dossier were used as the project timeline all of which were successfully delivered. The above performance measures were deemed completed upon closure and sufficient evidence in place to demonstrate all three were achieved.

Service Delivery-Related

The following specific performance measures were outlined to assess the success of RFTP implementation, including:
1. Impact upon firefighter safety within relevant areas;
2. Impact upon community safety within relevant areas;
3. Impact upon RDS availability;
4. Impact upon resilience within the RDS and Volunteer model.

Data was gathered during the first six months of the introduction of the RDS/Volunteer Support Watch Commanders (known as RFTP) to the Service that demonstrates a successful Service Delivery performance as a result of project implementation.

Performance Measure No.	Year one cluster performance data 14 Jan – 30 June 2019
1	214 reviews of risk premises carried out during first six months by RFTP, demonstrating a positive impact on firefighter s.
2	293 Community events supported.
3 & 4	Nearly 6000 hours have been provided by RFTP's to enable appliance availability. This has also included 254 mobilisations to incidents where SFRS would not have been able to respond without the presence of the RDS/Volunteer Support Manager. In addition to

	this, 22 recruitment events have been supported by RFTP involving 589 hours.

Summary of Findings
- Performance Measures are not referenced within the Project Closing Report template. There is the opportunity for Closing Reporting to take a more evidence lead approach, with details against all performance measures put forward at a Board level as part of the closure process. This particular project has added a copy of their performance measurements as an appendix to their closing report.
- In some cases, it may be appropriate to baseline performance measures from the outset and measurement criteria identified.
- Performance Measures being in place both as part of the project delivery and its key deliverables should be considered a best practise approach.
- Consideration should be given around the reporting of performance measures both during and after the project life cycle.

8. PROJECT LESSONS LEARNED

Project Lessons Learned are captured by two means, within quarterly highlight reports submitted throughout the lifecycle of a project and within the closing report submitted to the Board and Committee for approval.

No project lesson learned were captured within quarterly highlight reporting.

The following lessons were outlined within the project closing report and were identified as part of the year one review:

- Early engagement with internal stakeholders was crucial and allowed prompt identification of project interdependencies. This supported project delivery whilst reducing duplication. It is accepted that some interdependencies are out-with the scope of the project therefore not possible to influence.

- The internal Governance model adopted by the Executive lead and supported by the Programme Office proved to be an effective method for success. No standalone RFTP Board was established but rather the POB were utilised for decision making around strategic matters and a working group was established by the Project Manager to deal with the delivery of the project.

- Following the finance business case process from the outset ensured costs were highlighted, communicated to and agreed by Directorates within budget allocation timelines.

- Consistent and regular engagement and communications with Service Delivery staff was vital. This facilitated discussion around development of the role and set clear parameters regarding expectations.

- Provision of performance measurement tool/s that enable evaluation from an early stage is hugely beneficial providing clarity and supporting initial benefits realisation.
- "One size does not fit all" and flexibility should be considered when implementing Service Delivery initiatives. This project has clearly demonstrated the often-differing priorities across Service Delivery/Local Senior Officer areas in Scotland.

Summary of Findings
- Project lessons learned captured from the Project Closing reports are logged on a central Portfolio Office register for review as part of any future project initiation. Consideration could be given to inclusion of lessons captured throughout a projects life cycle.

9. PROJECT RISK

A project risk register was maintained throughout the lifecycle of the project by the project management and board. Upon closing there were no residual risks to the project.

The three following risks were identified as the most significant to the project, included is also the mitigation steps taken:

Category	Risk	Impact	Mitigation
Financial	Failure to provide funding for posts and associated costs due to inability to realise funding from other areas of the Transformation programme	The realisation of the benefits that RFTP's would bring to the sustainability and support of the RDS model could be delayed or missed all together	All relevant Directorates will be fully engaged and sighted on project requirements and milestones. This will include, financial, resource and time requirements. These discussions will be underpinned by the project business case.
Reputational/ Stakeholder Confidence	Failure to meet project delivery milestones due to lack of capacity with Directorates for project support.	The realisation of the benefits that RFTP's would bring to the sustainability and support of the RDS model could be delayed or missed all together	Clear and regular engagement will take place between the project manager and nominated project support from Directorates. Project requirements will be identified at an early stage that will allow Directorates to confirm capacity to support project delivery and timelines.

Reputational/ Stakeholder Confidence	Failure to recruit suitable people into the Rural Full Time Post (RFTP) role.	The realisation of the benefits that RFTP's would bring to the sustainability and support of the RDS model could be delayed.	An appropriate engagement strategy has been put in place so that the benefits of the posts are communicated widely. This strategy will cover the three-year project lifespan and will include different methods and when appropriate supported by Corporate Communications

Summary of Findings
- The evaluation team required the support and cooperation from the Project Manager to review Project Risk. Future consideration should be given to the recording mitigated risk and any related documents as part of the project closure process. Central storage of any such documents, in line with agreed retention schedules, after project closure should also be reviewed to support future reviews, audits or similar.

10. PROJECT EQUALITY IMPACT & DATA PROTECTION IMPACT ASSESSMENTS

An individual Equality Impact Assessment (EIA) has been carried out for the introduction of Rural Watch Commanders into the Service.

The introduction of the new post was not deemed as requiring a Data Protection Impact Assessment PIA.

Summary of Findings
- The recording and storing of assessments that are deemed as not required for projects should be considered and stored for future reference to allow for greater transparency.

11. PROJECT GOVERNANCE

The RFTP Project entered the Service Transformation programme in December 2017 and was noted by the Transformation and Major Projects Committee (TMPC), previously known as the Service Transformation Committee, in November 2017.

During the project life cycle within the Service Transformation programme, the project submitted one project change request. This pertained to a Project Manager being appointed and a review of the project objectives, outputs, milestones, stakeholders, engagement and performance measures. This request was approved by the Senior Management Board (SMB), previously known as the Programme Office Board, and by the TMPC on the 9th August 2018.

The Project did not have a Project Board however decision making was carried out in conjunction with Senior Leadership Team (SLT) and SMB where required.

Summary of Findings
- There is a need to clarify the project business case process and expectations where additional funding, or allocated funding that requires to be released, exceeds pre-agreed financial tolerances at board level. Although increased project costs were captured within a change request a revised business case was not in place. The business case is used as a benchmark for the projects delivery to cost both during the projects life cycle and at closure.

12. BUSINESS AS USUAL

RDS/Volunteer Support Watch Commanders (known as Rural Full Time Posts) are now embedded within Service Delivery Areas.

Future recruitment of the role will be carried out as part of business as usual, which has been supported by the projects delivery of the following:
- Production of a job description and contract for this new role
- Confirmation the role would be carried out by Watch Commanders
- Identified station "clusters" across Scotland that would be supported by these staff
- Identified post requirements including transport, ICT, PPE and infrastructure
- Identified and confirmed induction and maintenance training requirements
- Securement of a three-year project delivery budget

To further support "business as usual" arrangements and development of the role, a RFTP national support network is currently being implemented. This will complement existing local   support arrangements with the creation of a forum/s including a Strategic sponsor, middle managers and representatives from the RFTP cadre. The main aims of the network will include;
- Identifying and sharing best practice
- Continual development of the role
- Continual professional development of those carrying out the role
- Supporting role evaluation
- Identification of medium to long terms benefits associated with the role
- Promoting positive standardisation and consistency where appropriate
- Promoting and supporting innovation

Year three of the business case budget has been absorbed into business as usual activity. Further discussion is required to identify the link between the current year three budget and roll out decision making.

Summary of Findings

- The transition of project activity into business as usual is not currently captured in project management methodology internally, further consideration could be given to the governance and scrutiny that could be provided.
- Owners of benefit & performance indicators are yet to be fully established. This could be further supported by an improved Organisational understanding of benefits realisation and the future reporting requirements as part of business as usual thereafter.
- Further consideration should be given around the tracking of business case activity once handed over to business as usual and its alignment to strategic decision making.
- *Managing Successful Programmes©* (MSP) suggests prior to the disbanding of a project board consideration should be given to its governance and scrutiny over the closing project phase. Project Board sponsorship of closure would demonstrate;
    - o That the business case has been satisfied
    - o The project has completed satisfactorily (acceptance criteria, out puts, performance indicators)
    - o Benefits
    - o Business performance is stable
    - o Any remaining handover or transition activities required have been defined and assigned to relevant business operations
- MSP© suggests once a project indicates to the project board it is looking to move into its closure stages, instructions and a closing timetable can be produced for the programme or portfolio offices review

13. SUPPORTING DOCUMENTATION

RFTP Project Evaluation - Supporting Documentation (SD) – Library

Report Section	Section Name	Document Type	Document Title (if applicable)	Doc. Ref. No.
3	**Project Health**	Word Documents	Project Highlight Reports (6)	**SD001-SD006**
		Word Document	Project Dossier v1	**SD007**
		Word Document	Project Dossier v2	**SD008**
		Word Document	Project Change Request	**SD009**
		Word Document	Project Closing Report	**SD010**
		Word Document	RFTP Business Case	**SD011**
		Excel Document	RFTP Cost Analysis	**SD012**
		Email	RFTP Cost Analysis	**SD013**
4	**Project Outputs**	Word Document	Project Dossier	**SD011**
		Word Document	RFTP Business Case	**SD011**
		Word Document	RDS Vol Support Watch Manager Job Description - RFTP Final draft v1.0	**SD014**
		Email	RFTP Project Evaluation - Confirmation of Recruitment	**SD015**
		Excel	Learning and development	**SD016**
		Word Document	Engagement and scoping the role (report on scope incl)	**SD017**
		Word Document	Project Closing Report	**SD010**
		Email	RDS/Vol Support WC Measuring Performance	**SD018**
5	**Project Acceptance Criteria**	Word Document	RFTP Project Evaluation - Confirmation of Recruitment	**SD015**
		Excel Document	RFTP Cost Analysis	**SD012**
		Email	RFTP Cost Analysis	**SD013**
		Excel Document	Learning and development	**SD016**
		Word Document	Engagement and scoping the role (report on scope incl)	**SD017**
		Email	RDS/Vol Support WC Measuring Performance	**SD018**

6	**Project Benefits**	Word Document	Project Closing Report	**SD010**
7	**Performance Measures**	Word Documents	Project Highlight Reports (6)	**SD001-SD006**
		Word Document	Project Dossier v2	**SD008**
		Word Document	Project Closing Report	**SD010**
8	**Project Lessons Learned**	Word Documents	Project Highlight Reports (6)	**SD001-SD006**
		Word Document	Project Closing Report	**SD010**
9	**Project Risk**	Excel Document	RFTP Risk Register	**SD019**
10	**Equality Impact Assessment & Data Protection Impact Assessment**	Word Document	EIA RFTP	**SD020**
		Email	Project Evaluation - Rural Full Time Post - GDPR	**SD021**
11	**Project Governance**	Word Document	Project Dossier v2	**SD008**
		Word Document	Project Change Request	**SD009**
		Word Document	Project Closing Report	**SD010**
12	**Business as Usual**	Word Document	Project Closing Report	**SD010**
		Email	RFTP Cost Analysis	**SD013**

Where appropriate chain email trails have been shortened to allow pertinent supporting information to be visible.

14. BIBLIOGRAPHY

- HM Government, Guide for effective benefits management in major projects (October 2017)
- Police Scotland, Post Implementation Benefits Review – a review of year one (April 2014)
- Sowden, R. (2011). *Managing Successful Programmes (2011). Norwich, UK: TSO (The Stationary Office). P 228*

15. ACKNOWLEDGEMENTS

The evaluation team would like to thank colleagues from across the Service for their time, contribution and support of the RFTP Project Evaluation.

16. APPENDIX

A) RFTP & RRU PROJECT EVALUATION COMBINED ACTION PLAN

PROJECT EVALUATION FINDING	THEME & ACTION STEP ONE	SUPPORTING LEAD	OUTCOME
Project Health			
There is the opportunity for the closing stages of a project to take a more evidence lead approach to the sponsorship of project closure at Board level. Detailed project reporting and the gathering of supporting documentation should be encouraged in relation to time, cost and quality delivery at a Board level. A future blue print of how this might look at Board levels should be considered.	Process	Portfolio Office	
There is a need to clarify the project business case process and expectations where additional funding, or allocated funding that requires to be released, exceeds pre-agreed financial tolerances at Board level. Although increased project costs were captured within a change request, a revised business case was not in place. The business case is used as a benchmark for the projects delivery to cost both during the projects life cycle and at closure.	Process	Finance and Decision Support	
[RFTP] Further consideration should be given around the tracking of business case activity once handed over to business as usual and its alignment to strategic decision making.	Process	Finance and Decision Support	
Appointed project finance personnel require the ability to track both resource and capital costs relating to the project, further review is required to understand if this is currently the case or if there can be improvements made to support regular reporting.	Process	Finance and Decision Support	
A defined RAG definition for each project health measure would be beneficial to have in place.	Process	Portfolio Office	

The implementation of a project decision log has the potential to support project records	Process	Portfolio Office	
Project end dates should be considered and internal expectations documented. Does a project's projected end date include its closing phase? Clarification and guidance would be beneficial moving forward so this can be considered as part of future projects	Process	Portfolio Office	
Reporting requirements of projects during the closing phase may also be of consideration, does the highlight report process benefit this phase or should other reporting be considered? *Managing Successful Programmes©* details a notification of intended closure and a submission of a closure timetable/instructions to the Portfolio/Programme Board	Process	Portfolio Office	
Project Outputs			
The evaluation team required the support and cooperation from numerous directorates and departments to evidence the outlined project outputs. Future consideration should be given to the recording of such documents as part of the project closure process and for central storage of any such documents in line with agreed retention schedules. This provides the potential to support any reviews, audits or similar that might be carried out on a project after closure.	Process	Portfolio Office	
As part of the identification process of outputs, as has been the case for the RRU & RFTP projects, these should be tangible and demonstrable. Consideration should also be given between key outputs and the potential interlink with listed project milestones	Process	Portfolio Office	
Project Acceptance Criteria			

Acceptance criteria is not currently captured as part of the Project Closing Report. There is the opportunity for closure reporting to take a more evidence lead approach, with details against acceptance criteria put forward at a Board level as part of the sponsored closure process.	Process	Portfolio Office	
The evaluation team required the support and cooperation from the Project Manager to evidence the project acceptance criteria. Future consideration should be given to the recording of such documents as part of the project closure process and for central storage of any such documents in line with agreed retention schedules. This provides the potential to support any reviews, audits or similar that might be carried out on a project after closure	Process	Portfolio Office	
Project Benefits & Disbenefits			
SFRS benefits methodology was not in place during the life cycle of the project, which meant Benefit owners, baselines and measurement criteria were not necessarily established. These are essential to the benefit realisation management process.	Planning	Portfolio Office	
Consideration should be given to the transition of benefits realisation from a project to business as usual activity and the reporting requirements	Process	Portfolio Office	
Involvement from stakeholders from the outset of benefit identification, baselining and measurements will support long term realisation.	Planning	Portfolio Office	
Future consideration should be given to the routine reporting of benefits throughout a projects life cycle and the governance and support that can be provided by the Organisation. Benefits might be of consideration to be included as standing agenda item at board level	Process	Portfolio Office	

[RRU Project] The 'test of change' model. Plan, Do, Study and Act (PDSA). Purchasing a small number of vehicles and studying the impact would have potentially supported the identification of key benefits prior to the purchase of further vehicles.	Planning	Portfolio Office	
The availability and accessibility of benefit measurement data needs to be considered and agreed from the outset of projects.	Planning	Portfolio Office	
In some organisations benefit maps are included as part of the business case process, consideration should be given to whether this is something that would support benefits management methodology particularly around cashable savings.	Planning	Portfolio Office & Finance and Decision Support	
[RRU Project] To support the full realisation of benefits to be demonstrated and measured, key actions are required; - The support from the appropriate directorates in ascertaining baseline information pertaining to those vehicles replaced by RRU's. Specifically, the vehicle ages, 12 months mileage records, 12 months maintenance records and 12 months fuel records. - Confirmation is also required if the six RRU's assigned to training and spare fleet replaced other vehicles or if they were additions. - Station access to SFRS fuel stores, in order to ensure usage can be considered as part of the overall fuel consumption of vehicles [DB 1, 2, 5, 6 & 7] - Agreed baselining [DB 5 & 8] - Agreement on benefits that require year on year trends to be identified and continued benefits realisation management [all]	Review	Portfolio Office and Asset Management	

Project Performance Measures

Performance Measures are not referenced within the Project Closing Report template. There is the opportunity for Closing Reporting to take a more evidence lead approach, with details against all performance measures put forward at a Board level as part of the closure process. The RFTP project added a copy of their performance measurements as an appendix to their closing report.	Process	Portfolio Office	
In some cases, it may be appropriate to baseline performance measures from the outset and measurement criteria identified.	Process	Portfolio Office	
Linking performance indicators to external decisions such as, crewing models, should be done with caution and under continual review.	Process	Portfolio Office	
Performance Measures being in place both as part of the project delivery and its key deliverables should be considered a best practise approach.	Process	Portfolio Office	
Consideration should be given around the reporting of performance measures both during and after the project life cycle.	Process	Portfolio Office	
The availability and sharing of data pertaining to performance criteria should be outlined and agreed from the outset of a project. Where data is not freely available performance measures should be reviewed to ensure they remain **suitable** and a mechanism for reporting/recording agreed that covers all indicators. This should form a part of the routine review of a project dossier for projects running over large time scales (over one year)	Process	Portfolio Office	
Project Lessons Learned			
Project lessons learned captured from the Project Closing reports are logged on a central Portfolio Office register for review as part of any future project initiation. Consideration could be given to inclusion of lessons captured throughout a projects life cycle.	Process	Portfolio Office	

Consideration of the 'test of change' model. Plan, Do, Study and Act (PDSA) prior to large scale procurement.	Planning	Portfolio Office	
Health & Safety should be considered a key stakeholder in projects of this nature from its initiation.	Planning	Portfolio Office	
Hybrid training solutions between local and national delivery should be considered as part of projects training delivery.	Planning	Portfolio Office	
Project Risk			
The evaluation team required the support and cooperation from the Project Manager to review Project Risk. Future consideration should be given to the recording mitigated risk and any related documents as part of the project closure process. Central storage of any such documents, in line with agreed retention schedules, after project closure should also be reviewed to support future reviews, audits or similar.	Process	Finance and Decision Support	
Project Equality Impact and Data Protection Impact Assessments			
The recording and storing of assessments that are deemed as not required for projects should be considered and stored for future reference to allow for greater transparency.	Process	Portfolio Office and Records Management	
[RRU Project] Equality Impact Assessment requirements should be revisited by the appropriate directorate and action taken if required for the introduction of RRU's into the Service.	Review	Portfolio Office and Equality and Diversity Team	
Project Governance			
There is a need to clarify the project business case process and expectations where additional funding, or allocated funding that requires to be released, exceeds pre-agreed financial tolerances at board level. Although increased project costs were captured within a change request a revised business case was not in place. The business case is used as	Process	Finance and Decision Support	

a benchmark for the projects delivery to cost both during the projects life cycle and at closure			
[RRU Project] At project conception consideration should be given to the 'Route into the Programme' matrix to allow the project to benefit from the enhanced governance and scrutiny of the Senior Management Board and Transformation and Major Projects Committee from initiation.	Process	Portfolio Office	
Terms of Reference (ToR) should be in place for all project Boards.	Process	Portfolio Office	
ToR should include, where possible, the agreed tolerances of the project to support transparency and the due escalation of decisions out with these parameters.	Process	Portfolio Office	
[RRU Project] The RRU project issued 'work packages' for cross directorate work, the effectiveness of which would be of value to understand for consideration across other projects.	Review	Portfolio Office	
Managing Successful Programmes® (MSP) suggests prior to the disbanding of a project board consideration should be given to its governance and scrutiny over the closing project phase. Project Board sponsorship of closure would demonstrate; o That the business case has been satisfied o The project has completed satisfactorily (acceptance criteria, out puts, performance indicators) o Benefits o Business performance is stable o Any remaining handover or transition activities required have been defined and assigned to relevant business operations.	Process	Portfolio Office	

MSP® suggests once a project indicates to the project Board it is looking to move into its closure stages, instructions and a closing timetable can be produced for the programme or portfolio offices review	Process	Portfolio Office	
Business as Usual			
The transition of project activity into business as usual is not currently captured in project management methodology internally, further consideration could be given to the governance and scrutiny that could be provided.	Review	Portfolio Office	
Owners of benefit & performance indicators are yet to be fully established. This could be further supported by an improved Organisational understanding of benefits realisation and the future reporting requirements as part of business as usual thereafter.	Review	Portfolio Office	
[RFTP] Further consideration should be given around the tracking of business case activity once handed over to business as usual and its alignment to strategic decision making.	Process	Finance and Decision Support	
[RRU Project] A project performance dashboard is being maintained and produced quarterly but the audience and or use of this report is not known after the point of project closure. Consideration during closure stages requires to be given to future reporting expectations and requirements of performance indicators.	Review	Portfolio Office and Data Services	

Managing Successful Programmes© (MSP) suggests prior to the disbanding of a project board consideration should be given to its governance and scrutiny over the closing project phase. Project Board sponsorship of closure would demonstrate;
      o That the business case has been satisfied
      o The project has completed satisfactorily (acceptance criteria, out puts, performance indicators)
	Process	Portfolio Office	

o Benefits o Business performance is stable o Any remaining handover or transition activities required have been defined and assigned to relevant business operations			
MSP© suggests once a project indicates to the project board it is looking to move into its closure stages, instructions and a closing timetable can be produced for the programme or portfolio offices review	Process	Portfolio Office	

Finding Theme Key Guide	
Finding Theme	**Initial Action - Step One**
Process	This finding requires consultation and review of existing, new or future process.
Planning	This finding should be considered as part of project planning.
Review	This finding requires to be reviewed, owner to be identified and action taken where applicable.

Service Development

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

NEW WATCH DUTY SYSTEM PHASE ONE & TWO

Post Implementation, Project Review

Prepared by:	Leanne Stewart, Programme Officer
Sponsored by:	ACO Paul Stewart, Service Development
Presented by:	ACO Paul Stewart, Service Development

Governance Route for Report	Meeting Date	Comment
Senior Management Board	*17 February 2021*	*Evaluation Scope, approved*
Transformation and Major Projects Committee	*06 May 2021*	*For scrutiny*

Safety. Teamwork. Respect. Innovation.

INTRODUCTION

The Scottish Fire and Rescue Service (SFRS) is fully accountable, and is committed to, maximising its public value by delivering a high quality, sustainable fire and rescue service for Scotland. It is therefore essential that the SFRS continually evaluates how it operates to ensure it is strengthening performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.

The New Watch Duty System project, later known as the Five Watch Duty System (5WDS), was part of the SFRS Legacy Programme and consisted of two phases: one - design and two - implementation. The project was considered delivered when the new Duty System went live on the 15th April 2017 and was approved for closure by the Senior Management Board, previously known as the Programme Office Board, on the 24th October 2018.

As significant time has now passed it is pertinent to carry out a post implementation review of the project and associated project methodology.

NEW WATCH DUTY SYSTEM PROJECT BACKGROUND

Prior to 2010 all legacy Scottish Fire Services ran with Four Watch Duty Systems (4WDS) each having its own method for managing wholetime operational availability; some merely having a spreadsheet to assist managing availability for a single wholetime station to others having extensive ICT solutions. In 2010 Strathclyde moved to a Five Group Annualised Hours Duty System referred to as the Five Watch Duty System (5WDS), where all others remained on the 4WDS until April 2017.

The 5WDS project objective was to undertake a number of dedicated work streams linked to the provision of a common, cost effective, duty pattern and rostering system that would have the inbuilt flexibility to ensure that the communities of Scotland have full and equitable access to the Scottish Fire and Rescue Service assets.

Phase one (May 2015 – March 2016) assessed a range of options, including legacy rostering solutions, peer review with other UK Fire and Rescue Services as well as carrying out market research. Ultimately the decision to use 'best in breed' of the extant Kronos and 5WDS solution in use within the West Service Delivery Area was decided upon.

Following Strategic Leadership Team endorsement, Phase two was initiated in June 2016 and concluded with the deployment of the current system on the 15th April 2017. The implementation of the 5WDS included training sessions for watches facilitated by the SFRS Project Team and representative bodies. An ICT rostering solution, policies and procedures were also implemented across all 74 wholetime stations in Scotland.

SCOPE OF PROJECT EVALUTION

In recognition of the continued development of SFRS project management methodology since the initiation of this project in May 2015, the post implementation evaluation will focus on the projects delivery of its aspirations.

It is noted from the outset that project methodology and understanding has developed over the years and so where information is not available this will be noted and, with hindsight, reviewed.

The review will look to evidence the following;

- **Project Health**, the projects delivery to Time, Cost, Quality, Resources & Skills throughout its lifecycle.

- **Project Outputs,** were these delivered? If so, how? If not, why?

- **Project Acceptation Criteria**, were these met? If so, how? If not, why?

- **Project Benefits & Disbenefits**, what benefits and disbenefits have been realised at this stage? If so, how? If not, when will these be expected to be delivered?

- **Project Performance Measures,** review of project performance throughout its lifecycle to date.

- **Project Lessons Learned,** post implementation can any further lessons be taken away in relation to project methodology? What lessons can be shared at a project, programme or Portfolio level?

- **Project Risk,** how was this managed by the project?

- **Project Equality & Data Protection Impact Assessments,** this section will look to review the assessments carried out and demonstrate how these have supported the project delivery.

- **Project Governance,** this section of the report will look at the projects governance routes and look to understand how this has supported project delivery throughout its life cycle.

- **Business as Usual,** how was the project handover process managed? How is the performance and realisation of benefits monitored in the years ahead?

As part of its evaluation, the opportunity may arise to gather further findings and critical lessons learned that do not directly pertain to project methodology. Where appropriate these will be collated and reported separately to the Chair of the Senior Management Board.

EVALUATION METHODOLOGY

The project evaluation will focus on analysing both quantitative and qualitative information; and involve the analysis of statistical and financial information to evidence its findings.

The evaluation is proposed to be carried out internally by an appointed officer and reported to the Chair of the Senior Management Board.

EVALUATION TIMESCALE

The project evaluation will be carried out during February and March 2021.

SCOTTISH FIRE AND RESCUE SERVICE
Transformation and Major Projects Committee

Report No: **C/TMPC/11-21**

Agenda Item: **9.1**

Report to:	TRANSFORMATION AND MAJOR PROJECTS COMMITTEE							
Meeting Date:	**6 MAY 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 SFRS Portfolio.

2	Background
2.1	Benefits Management is required for Scottish Fire and Rescue Service (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 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	**Training**
5.5.1	There are no direct key training implications arising from this report.

5.6	**Timing**
5.6.1	There are no direct key timing implications arising from this report.

5.7	**Performance**
5.7.1	There are no direct key performance implications arising from this report.

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

5.9	**Legal**
5.9.1	There are no direct key legal implications arising from this report.

5.10	**Information Governance**
5.10.1	A Data Protection Impact Assessment has not been conducted.

5.11	**Risk**
5.11.1	There are no key direct risk issues arising from this report.

5.12	**Equalities**
5.12.1	An Equality Impact Assessment has not been conducted.

5.13	**Service Delivery**
5.13.1	There is no direct service delivery impact arising from this report.

6	**Core Brief**
6.1	Not applicable

7	**Appendices/Further Reading**
7.1	Appendix A – Portfolio Benefits Management Tracker
7.2	Appendix B - High Level Benefits Tracker

Prepared by:	Gillian Buchanan, Deputy Programme Manager
Sponsored by:	ACO Paul Stewart, Service Development
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	*06 May 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		
Change Programme	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 | | | |
| Change Programme | 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 | | | |
| Change Programme | 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 | | | |
| Change Programme | 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. | |
| Change Programme | 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. |
| Change Programme | 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. |
| Change Programme | 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. |
| Change Programme | 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 |
| Change Programme | 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 |
| Change Programme | 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 |

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		
Change Programme	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	
Change Programme	McDonald Road/Museum of Fire		Removal of significant backlog maintenance liabilities				X			Reduced energy bills	
Change Programme	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	
Change Programme	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
Change Programme	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
Change Programme	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
Change Programme	Command & Control Futures		Consistent staff training and development on a single system.			X		31/03/2021			31/03/2020
Change Programme	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
Change Programme	Command & Control Futures		Consistent access to and mobilisation of national and strategic SFRS resources across all communities.			X		31/03/2021			31/03/2020
Change Programme	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
Change Programme	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
Change Programme	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
Change Programme	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								
Change Programme	West ARC		A rationalisation of property estate with reduced maintenance liability and operating costs								
Change Programme	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								

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		
Change Programme	Emergency Services Network Implementation	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	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	Airwave currently provides secure critical Voice		0	0	50%	100%	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	One Year Post Transition
Change Programme	Emergency Services Network Implementation		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.	Airwave currently provides secure critical Voice		0	0	50%	100%	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	One Year Post Transition
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 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 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
Service Delivery Model Programme	Demand Based Duty Systems		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 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
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 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
People, Training, Finance and Asset Systems Programme	People, Training, Finance and Asset Systems Programme	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.	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.								
People, Training, Finance and Asset Systems Programme	People, Training, Finance and Asset Systems Programme	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.	Phase 1 includes supplier engagement on potential solutions and will enable illustrative cost to be established.								
People, Training, Finance and Asset Systems Programme	People, Training, Finance and Asset Systems Programme	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.	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								

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		
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	
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.								
Legacy Transformation	Rapid Response Units (RRUs)	Delivery and integration of fully equipped RRUs	CASHABLE Reduction in age profile of current RRU fleet								
Legacy 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.								
Legacy Transformation	Rapid Response Units (RRUs)		NONCASHABLE Increased RDS availability and resilience at RRU stations								
Legacy Transformation	Rapid Response Units (RRUs)		NONCASHABLE Improved response time to operational incidents by RRU's								
Legacy Transformation	Rapid Response Units (RRUs)		NONCASHABLE Reduction in age profile of current RRU fleet.								
Legacy 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								
Legacy 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.								
Legacy Transformation	Rapid Response Units (RRUs)		NONCASHABLE Improved community and firefighter safety through the introduction of modern firefighting and rescue technologies.								
Legacy 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?	
Legacy Transformation	Rural Full Time Posts (RFTP)	Enhancement of training provisions	NON CASHABLE Improved firefighter safety through gathering Operational intelligence								
Legacy 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.								
Legacy 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.								
Legacy 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.								
Legacy 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	

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	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	
Legacy Transformation	Youth Volunteer Scheme		May provide a pool of young people who move on to modern apprentice positions within the SFRS.								
Legacy 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	
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	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						

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.		Mar-21			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

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		
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							

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		
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.							
Major Projects	Emergency Services Network Implementation	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	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. This disbenefit is mitigated by the Scottish Government funding the device capital and resource costs.							
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

SCOTTISH FIRE AND RESCUE SERVICE

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	✓			✓	✓

Report No: C/TMPC/12-21
Agenda No: 9.2

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**
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

	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	31/03/2021		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**

	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	Two significant posts are being recruited to in the Portfolio Office and a review of the current portfolio and associated processes will be undertaken as a key priority.

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
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	31/03/2021		Senior Management Board	Two significant posts are being recruited to in the Portfolio Office and a review of the current portfolio and associated processes will be undertaken as a key priority.

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	31/03/2021		Senior Management Board	Two significant posts are being recruited to in the Portfolio Office and a review of the current portfolio and associated processes will be undertaken as a key priority.

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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

Report No: C/TMPC/13-21
Agenda No. 9.3

PROJECT RESOURCE SPOTLIGHT

The Chair of the Transformation and Major Project Committee (TMPC) requested a 'spotlight' on the known level of resource provision across the Scottish Fire and Rescue Service (SFRS) major projects. The table below provides a high-level summary relative to a number of corporate projects. It is acknowledged that further work will be undertaken in the coming months as the Portfolio Office continues to 'Set up to Deliver'.

Project Resources

Project	Staffing Resource	20/21 Budget	21/22 Proposed Budget
SDMP (CRIM, DBDS, SAR)	John MacDonald – Executive Lead Andy Girrity – Programme Manager Mark Loynd – Project Manager Damien Griffiths – Data Analyst Sarah McCulloch George Barnett Ramon Coxall – as required Joan Nilsen – Programme Officer	353,000	Business Case 109,400 Proposed 189,229 21/22 budget reflecs contractor part time delayed until 21/22; an Area Commander and a GIS officer
People, Training, Finance and Asset Systems Programme	Liz Barnes/Sarah O'Donnell – Executive Leads Paul McGovern – Programme Manager Leanne Stewart – Programme Officer Posts to be recruited to: Category Lead Programme Support Officer Senior Business Analyst Currently have temporary agency Business Analyst	No budget details for this	No budget details for this
RVDS Strategy	David Farries – Executive Lead Gavin Hammond – Project Manager Joan Nilsen – Programme Officer Support Team	No budget details for this	No budget details for this

OFFICIAL

Project	Staffing Resource	20/21 Budget	21/22 Proposed Budget
CCF	John Dickie – Executive Lead Garry Mackay – Project Manager Siobhan Hynes – Programme Officer Project Support x2 WC x x2 CC x2 CCMS Data and Configuration CCMS Testing ICT Test Manager ICT Test Analysist	101,286	Business Case 99,397 Proposed 256,056 Command and Control Futures relates to the 2019/20 & 2020/21 budgets moved back along with additional transitional maintenance agreement costs associated with CCF not included in Capital
ESMI	Sandra Fox – Executive Lead Andrew Mosely – Project Manager Joan Nilsen – Programme Officer	No budget details for this	No budget details for this
McDonald Road	Sarah O'Donnell – Executive Lead Oscar Torres and Andrew McDermott – Project Managers Siobhan Hynes – Programme Officer	No budget details for this – managed via Asset Management Board	No budget details for this – managed via Asset Management Board
West ARC	Sarah O'Donnell – Executive Lead John Gillies – Project Manager Siobhan Hynes – Programme Officer	No budget details for this – managed via Asset Management Board	No budget details for this – managed via Asset Management Board
PVG	Liz Barnes – Executive Lead George Lindsay – Project Manager Admin Support – temporary Leanne Stewart – Programme Officer	56,791	No Business Case Proposed 240,430 PVG £92k carried forward from 19/20 plus £173k from 20/21 less £25k inflated 20/21 budget

Project	Staffing Resource	20/21 Budget	21/22 Proposed Budget
Safe and Well	Ali Perry – Executive Lead Kevin McCusker – Project Manager P&P Support – 70/80% time – 2 WC and 2 support staff Leanne Stewart – Programme Officer	98,843	Business Case 516,340 Proposed 582,916 21/22 budget reflects the 20/21 budget being less than the business case. 21/22 budget includes £414k training for RVDS; printing delayed from 20/21; some 20/21 work achieved at lower cost than budgeted due to staff starting later and subcontractors time being reduced.
OHCA/EMR	John MacDonald – Executive Lead Richie Hall – Project Manager Scottish Ambulance Service secondee Leanne Stewart – Programme Officer	97,650	OHCA no budget assumed 21/22

NB – there are central resources used for each of the project which do not have resource cost allocated to them e.g. finance business partner, HR, ICT etc.

SCOTTISH FIRE AND RESCUE SERVICE
Transformation and Major Projects Committee

Report No: C/TMPC/16-21

Agenda Item: 10.1

Report to:	TRANSFORMATION AND MAJOR RPOJECTS COMMITTEE
Meeting Date:	**6 MAY 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 current red risk or risk of 15 or more is **19.**
3.1.1	**Fourteen (14)** risks have been added: One Command & Control Futures, 8 Emergency Services Network Implementation, 5 Safe & Well (SW9 and 13 re added for context)
3.1.2	**CCF 3.4:** There is a risk that Systel fail to adequately and effectively manage, prioritise and have in place a robust system to address defects resulting in a delay in configuration, testing or implementation
3.1.3	**Emergency Services Network Project:** **ESMCP 11:** There is a risk of the service not having ability and capacity to fit out the SFRS Vehicle Fleet with ESN devices resulting in delay to transition resulting in financial and reputational consequences.
3.1.4	**ESMCP 12:** There is a risk of not having enough spare vehicle capacity to facilitate transition activities relative to vehicle device fits whilst maintaining business as usual because of the lack of spare vehicles within the fleet and ongoing vehicle maintenance and service requirements resulting in a delay to transition.

3.1.5	**ESMCP 13:** There is a risk of there not being available vehicle workshop accommodation and capacity to fit the vehicle devices due to ongoing business as usual demands of the existing estate resulting in delay to transition
3.1.6	**ESMCP 14:** There is a risk of the service being unable to sustain vehicle fitting requirements post transition (in life) because of a lack of trained resources resulting in the service being unable to fit out any new vehicles.
3.1.7	**ESMCP 16:** There is a risk that due an increase in mast infrastructure there will be a significant increase the number of service requests requiring review this will result in additional staff being required to perform this task or the risk of critical outages being missed.
3.1.8	**ESMCP 17:** There is a risk that there may be additional technical and financial implications related to the Kodiak application requiring upgrade to new operating versions and testing by Systel to ensure continued compatibility. (anticipated that there will be regular Kodiak software product releases). This would result in delays to transition or additional development costs.
3.1.9	**ESMCP 18:** There is a risk that the Scottish Government does not provide sufficient funding for core and non core costs to enable SFRS to transition and operate on the Emergency Services Network resulting in significant funding requiring to be moved from other key areas of the SFRS budget.
3.1.10	**ESMCP 19:** There is a risk that funding for ESN in life will not be forthcoming from the sponsor body (Scottish Government), resulting in significant impact on the SFRS budget.
3.1.11	**SW9:** There is a risk from a lack of agreement regarding transformation / reward package proposal for uniformed staff because an inability to gain necessary investment and support from government resulting in a failure to deliver on service redesign implementation, political and reputational damage to the service and adverse internal or external scrutiny.
3.1.12	**SW10:** There is a risk of failing to design, develop and implement a suitable S&W ICT management system and relevant ICT hardware requirements, because of ineffective planning and resourcing and lack of engagement with key stakeholders both internally and externally, resulting in a significant impact upon the successful delivery of the project, Service improvement in general and staff morale.
3.1.13	**SW12:** There is a risk of ineffective stakeholder engagement and failing to identify shared values and priorities, because of a failure to implement an effective Communication and Engagement Strategy, resulting in missed opportunities, miscommunication and poor perception of SFRS
3.1.14	**SW13:** There is a risk of reputational damage to SFRS as a trusted and valued Service because of a failure to deliver S&W due to any of the risks detailed within the risk register, resulting in adverse internal and or external scrutiny.
3.1.15	**SW16**: There is a risk that the COVID-19 pandemic has an impact on staff either due to lockdown working requirements and/or staff being deployed to undertake and support additional workstreams, our partners due to similar restrictions being placed on them due to covid-19 resulting in the delayed delivery of agreed milestones such as piloting the system and/or the overall project timeline and planned roll out of S&W.
3.2	**Four Risks Removed:**
3.2.1	**SDMP 4/001:** Failure to provide the required resources in order to meet the aims of objectives of the SDMP. Risk reduced from 16 (very high) to 12 (high) due to RVDS Strategy ownership transferring from SDMP to Operations Function in December 2020.

3.2.2	<mark>**Three CCF: CCF1.1.1, CCF1.1.2, CCF1.1.3** all related to the failure of existing systems and therefore have been archived, following the adoption of that overall risk into the Operations/Service Delivery Risk ownership.</mark>
3.3	<mark>**One risk reworded:**</mark> **SDMP 3/004**, C&E Strategy risk: The existing control measures and the action still required boxes have been updated to separate Communications from Engagement and Consultation.
3.4	**Command & Control Futures Project:**
3.4.1	**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: 20 (previous 20)
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. |
| 3.4.2 | **CCF1.1.6** There is a risk that Systel fail to deliver adequate and effective versions of the CCMS Software on the dates agreed in the plan provided, resulting in a delay in configuration, testing or implementation.

Risk rating: 16 (previous 16)
Control measure: Weekly engagement session established between Systel CEO and SFRS SRO. An agreed implementation plan including software release dates and content has been agreed and shared and this is closely monitored. Any deviation from this plan reported at CCF Board level. |
| 3.4.3 | **CCF1.1.7** 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 16)
Control measure: Close monitoring of progress and liaison between SFRS ICT, SFRS Airwave subject matter experts and the owner of the deliverable (Systel / Airwave).

All avenues via UK or Scottish Government to legitimately escalate the concerns around the Airwave timeline have been explored. |

3.4.4	**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: 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.
3.4.5	**CCF3.4** There is a risk that Systel fail to adequately and effectively manage, prioritise and have in place a robust system to address defects resulting in a delay in configuration, testing or implementation. Risk rating: 20 (new) Control measure: Weekly engagement session established between Systel CEO and SFRS SRO. An agreed defect management plan linked to "hot fixes" and the software release dates has been agreed and shared and this is closely monitored. Any deviation from this plan reported at CCF Board level.
3.5 3.5.1	**Service Delivery Model Programme:** **SDMP 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 20) 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. This has supported engagement with a cross section, but limited amount of SFRS members regarding development of CRIM and SDMP Change Criteria.
3.6 3.6.1	**Emergency Services Network Implementation Project:** **ESMCP 11:** There is a risk of the service not having ability and capacity to fit out the SFRS Vehicle Fleet with ESN devices resulting in delay to transition resulting in financial and reputational consequences. Risk rating: 20 (Previous - 20) Control measure: The Project Manager has met the fleet managers on several occasions. Decisions are required on Fitter Options (internal or external) as well as the fitting locations (Vehicle Workshops or other premises). Work has been done in this area that will be presented to the January 21 Project Board for related decisions
3.6.2	**ESMCP 12:** There is a risk of not having enough spare vehicle capacity to facilitate transition activities relative to vehicle device fits whilst maintaining business as usual because of the lack of spare vehicles within the fleet and ongoing vehicle maintenance and service requirements resulting in a delay to transition. Risk rating: 20 (Previous - 20) Control measure: "The need to retain a spare fleet of vehicles that are ESN/Airwave equipped (to support service delivery and in the event of breakdown accident damage)

	Capital receipts for an increased number of vehicles will be required ahead of and over this period. The Project Manager has met the fleet managers on several occasions. Decisions are required on Fitter Options (internal or external) as well as the fitting locations (Vehicle Workshops or other premises). Work has been done in this area that will be presented to the Jan 2021 Project Board for related decisions"
3.6.3	**ESMCP 13:** There is a risk of there not being available vehicle workshop accommodation and capacity to fit the vehicle devices due to ongoing business as usual demands of the existing estate resulting in delay to transition Risk rating: 20 (Previous - 20) Control measure: The Project Manager has met the fleet managers on several occasions. Decisions are required on Fitter Options (internal or external) as well as the fitting locations (Vehicle Workshops or other premises). Work has been done in this area that will be presented to the Jan 2021 Project Board for related decisions
3.6.4	**ESMCP 14:** There is a risk of the service being unable to sustain vehicle fitting requirements post transition (in life) because of a lack of trained resources resulting in the service being unable to fit out any new vehicles. Risk rating: 20 (Previous - 20) Control measure: "The identification of suitable available accommodation within the service to support vehicle fitting (assuming the service does not contract this service out). The Project Manager has met the fleet managers on several occasions. Decisions are required on Fitter Options (internal or external) as well as the fitting locations (Vehicle Workshops or other premises). Work has been done in this area that will be presented to the Jan 2021 Project Board for related decisions"
3.6.5	**ESMCP 16:** There is a risk that due an increase in mast infrastructure there will be a significant increase the number of service requests requiring review this will result in additional staff being required to perform this task or the risk of critical outages being missed. Risk rating:15 (Previous - 15) Control measure: This relates to the loss of operational coverage – currently the Airwave RFC process. Engagement is ongoing with EE and the Programme to understand the volume of outages anticipated and the process for triaging these and managing same.
3.6.6	**ESMCP 17:** There is a risk that there may be additional technical and financial implications related to the Kodiak application requiring upgrade to new operating versions and testing by Systel to ensure continued compatibility. (anticipated that there will be regular Kodiak software product releases). This would result in delays to transition or additional development costs. Risk rating: 15 (Previous - 15) Control measure: SFRS PM is a member of the 3ESS Transition Group that receives reports from the UI/UX working Group, any developments in this area are monitored. The Kodiak application will be delivered as ESN Version 1 ready for transition. This will be reflected in the Full Business Case due for release in March 2021.
3.6.7	**ESMCP 18:** There is a risk that the Scottish Government does not provide sufficient funding for core and non core costs to enable SFRS to transition and operate on the Emergency Services Network resulting in significant funding requiring to be moved from other key areas of the SFRS budget.

	Risk rating: 15 (Previous - 15) Control measure: SFRS Finance Lead is a member of the SSG Finance Group. Reform Collaboration Group chair has written to SG SRO regarding the uncertainty surrounding funding.
3.6.8	**ESMCP 19:** There is a risk that funding for ESN in life will not be forthcoming from the sponsor body (Scottish Government), resulting in significant impact on the SFRS budget. Risk rating: 15 (Previous - 15) Control measure: The revenue non core costs related to the Network registration year one £1000, £500 per year (per device) thereafter and the device replacement (Handheld £800,3-5 years; Fixed Vehicle £3000 5-7 years; HHIC unknown; Desktop Unknown). There will be vehicle fitting/removal costs associated to this also.
3.7	**Safe and Well Project:**
3.7.1	**SW9:** There is a risk from a lack of agreement regarding transformation / reward package proposal for uniformed staff because an inability to gain necessary investment and support from government resulting in a failure to deliver on service redesign implementation, political and reputational damage to the service and adverse internal or external scrutiny. Risk rating: 16 Control measure: Designated Community Safety Personnel can be used initially to deliver S&W until agreement reached. This would however limit the amount of visits that could be undertaken and have an impact on other work conducted.
3.7.2	**SW10:** There is a risk of failing to design, develop and implement a suitable S&W ICT management system and relevant ICT hardware requirements, because of ineffective planning and resourcing and lack of engagement with key stakeholders both internally and externally, resulting in a significant impact upon the successful delivery of the project, Service improvement in general and staff morale. Risk rating: 15 Control measure: Early involvement of ICT as part of project team. Once Safe & Well visit content and scope agreed establish required specification of ICT system/ hardware requirements and early involvement of finance/ procurement as required
3.7.3	**SW12:** There is a risk of ineffective stakeholder engagement and failing to identify shared values and priorities, because of a failure to implement an effective Communication and Engagement Strategy, resulting in missed opportunities, miscommunication and poor perception of SFRS Risk rating: 16 Control measure: Early involvement of Corporate Communications as part of project team.
3.7.4	**SW13:** There is a risk of reputational damage to SFRS as a trusted and valued Service because of a failure to deliver S&W due to any of the risks detailed within the risk register, resulting in adverse internal and or external scrutiny. Risk rating: 16 Control measure: Cross Directorate representation on Project Board/ Team and effective governance arrangements established. Early contact with key partners and ongoing involvement in the development of S&W. Effective Communication and Engagement Strategy deployed.

3.7.5	**SW16**: There is a risk that the COVID-19 pandemic has an impact on staff either due to lockdown working requirements and/or staff being deployed to undertake and support additional workstreams, our partners due to similar restrictions being placed on them due to covid-19 resulting in the delayed delivery of agreed milestones such as piloting the system and/or the overall project timeline and planned roll out of S&W.
	Risk rating: 16
	Control measure: Enacted service business continuity plans, reprioritised work packages and adjusted methods of work utilising available ICT equipment and communication platforms, undertake review of project milestones and timeline.
4	**Recommendation**
4.1	The TMPC are asked to note 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	**Information Governance**
5.10.1	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.
5.10.2	Each project will be assessed as part of the project management process.
5.11	**Risk**
5.11.1	The principles adopted align to the direction contained within SFRS Finance and Contractual Services Risk Management policy.
5.12	**Equalities**
5.12.1	An Equality Impact Assessment has been undertaken in relation to the Risk Management Policy.
5.12.2	Each project will be assessed as part of the project management process.
5.13	**Service Delivery**
5.13.1	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:	ACO Paul Stewart, 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	*06 May 2021*	*For Scrutiny*

Scottish Fire and Rescue Service
Portfolio Office Projects Risk Register
22/04/2021

APPENDIX A

| Very High |
| High |
| Medium |
| Low |

| 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.	CCF Board	TMPC	3	5	15	20	A multi-stakeholder meeting and review group has been established to consider all financial, contractual and legal leverage and options to hold the provider to account. (measures identified including the seeking of a remediation plan); this was provided to SFRS (draft) on 09/04/2021, now requiring review by SFRS, target completion date 30/04/2021 All options to de-scope the testing process (safely) and minimise go-live functionality in a bid to assist the provider to meet the required go-live dates are being considered. Any functionality or scope omitted from the go-live build will require an associated remediation plan from the provider. (target completion date of implementing measures identified 30/04/2021) '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 action will be ongoing to ensure it remains a valid and contemporary option, if required)	ACO John Dickie (SRO) AC Garry Mackay (PM)	7
CCF1.6	23-Jul-20	There is a risk that Systel fail to deliver adequate and effective versions of the CCMS Software on the dates agreed in the plan provided, resulting in a delay in configuration, testing or implementation.	2		4	3	12	Weekly engagement session established between Systel CEO and SFRS SRO. An agreed implementation plan including software release dates and content has been agreed and shared and this is closely monitored. Any deviation from this plan reported at CCF Board level.	CCF Board	TMPC	3	4	12	16	A multi-stakeholder meeting and review group has been established to consider all financial, contractual and legal leverage and options to hold the provider to account. (Completed Feb 2021, now a remediation plan has been sought. target completion date 31/03/2021) All options to de-scope the testing process (safely) and minimise go-live functionality in a bid to assist the provider to meet the required go-live dates are being considered. Any functionality or scope omitted from the go-live build will require an associated remediation plan from the provider.	ACO John Dickie (SRO) AC Garry Mackay (PM)	
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). All avenues via UK or Scottish Government to legitimately escalate the concerns around the Airwave timeline have been explored.	CCF Board	TMPC	3	4	12	20	A multi-stakeholder meeting and review group has been established to consider all financial, contractual and legal leverage and options to hold the provider to account. (measures identified including the seeking of a remediation plan); this was provided to SFRS (draft) on 09/04/2021, now requiring review by SFRS, target completion date 30/04/2021 All options to de-scope the testing process (safely) and minimise go-live functionality in a bid to assist the provider to meet the required go-live dates are being considered. Any functionality or scope omitted from the go-live build will require an associated remediation plan from the provider. (target completion date of implementing measures identified 30/04/2021)	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	CCF Board	TMPC	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
CCF3.4	5-Mar-21	There is a risk that Systel fail to adequately and effectively manage, prioritise and have in place a robust system to address defects resulting in a delay in configuration, testing or implementation.	2		4	4	16	Weekly engagement session established between Systel CEO and SFRS SRO. An agreed defect management plan linked to "hot fixes" and the software release dates has been agreed and shared and this is closely monitored. Any deviation from this plan reported at CCF Board level.	CCF Board	TMPC	3	4	12	16	A multi-stakeholder meeting and review group has been established to consider all financial, contractual and legal leverage and options to hold the provider to account. (measures identified including the seeking of a remediation plan); this was provided to SFRS (draft) on 09/04/2021, now requiring review by SFRS, target completion date 30/04/2021 All options to de-scope the testing process (safely) and minimise go-live functionality in a bid to assist the provider to meet the required go-live dates are being considered. Any functionality or scope omitted from the go-live build will require an associated remediation plan from the provider. (target completion date of implementing measures identified 30/04/2021)	ACO John Dickie (SRO) AC Garry Mackay (PM)	
SDMP 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. This has supported engagement with a cross section, but limited amount of SFRS members regarding development of CRIM and SDMP Change Criteria.	Transformation and Major Projects Committee	Service Delivery Model Programme Board & Senior Management Board	1	4	4	20	Communications Plan to be produced and implemented aligned to SDMP High Level Timeline milestones. Process for appointing Public Involvement and Consultation Team is underway. Job evaluation and recruitment process yet to be completed. Once Team are appointed, Engagement and Consultation plan to be produced and implemented aligned to SDMP High Level Timeline milestones.	**HoF Service Development**	1
ESMCP 11	06/07/2020	There is a risk of the service not having ability and capacity to fit out the SFRS Vehicle Fleet with ESN devices resulting in delay to transition resulting in financial and reputational consequences.	2		5	5	25	The Project Manager has met the fleet managers on several occasions. Decisions are required on Fitter Options (internal or external) as well as the fitting locations (Vehicle Workshops or other premises). Work has been done in this area that will be presented to the January 21 Project Board for related decisions	ESMCP Project Board	Senior Management Board	1	5	5	20	1. Resource Proposal (requirements) from Fleet management 2. Finance to provide costings 3. Report to Project Board 4. Submission of Funding to SG	I Morris R Brown Fleet A Mosley	

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				
ESMCP 12	06/07/2020	There is a risk of not having enough spare vehicle capacity to facilitate transition activities relative to vehicle device fits whilst maintaining business as usual because of the lack of spare vehicles within the fleet and ongoing vehicle maintenance and service requirements resulting in a delay to transition.	2		5	5	25	The need to retain a spare fleet of vehicles that are ESN/Airwave equipped (to support service delivery and in the event of breakdown accident damage) Capital receipts for an increased number of vehicles will be required ahead of and over this period. The Project Manager has met the fleet managers on several occasions. Decisions are required on Fitter Options (internal or external) as well as the fitting locations (Vehicle Workshops or other premises). Work has been done in this area that will be presented to the Jan 2021 Project Board for related decisions	ESMCP Project Board	Senior Management Board	1	5	5	20	1.Position required from Fleet as to how many vehicles the service will need to retain for the transition 2. Finance need to be made aware of this from a capital receipts perspecive.	I Morris R Brown Fleet A Mosley	
ESMCP 13	06/07/2020	There is a risk of there not being available vehicle workshop accommodation and capacity to fit the vehicle devices due to ongoing business as usual demands of the existing estate resulting in delay to transition	2		5	5	25	The Project Manager has met the fleet managers on several occasions. Decisions are required on Fitter Options (internal or external) as well as the fitting locations (Vehicle Workshops or other premises). Work has been done in this area that will be presented to the Jan 2021 Project Board for related decisions	ESMCP Project Board	Senior Management Board	1	4	4	20	1. Fleet to outline the plan for the use of vehicle workshops to ensure BAU Servicing and ESN Fits are achievable in the current estate within the timescales.	I Morris R Brown Fleet A Mosley	
ESMCP 14	06/07/2020	There is a risk of the service being unable to sustain vehicle fitting requirements post transition (in life) because of a lack of trained resources resulting in the service being unable to fit out any new vehicles.	2		5	5	25	The identification of suitable available accommodation within the service to support vehicle fitting (assuming the service does not contract this service out). The Project Manager has met the fleet managers on several occasions. Decisions are required on Fitter Options (internal or external) as well as the fitting locations (Vehicle Workshops or other premises). Work has been done in this area that will be presented to the Jan 2021 Project Board for related decisions	ESMCP Project Board	Senior Management Board	1	4	4	20	1. Resource Proposal (requirements) from Fleet management Plan on accommodation to Project Board	I Morris R Brown Fleet A Mosley	
ESMCP 16	06/07/2020	There is a risk that due an increase in mast infrastructure there will be a significant increase the number of service requests requiring review this will result in additional staff being required to perform this task or the risk of critical outages being missed.			5	3	15	This relates to the loss of operational coverage – currently the Airwave RFC process. Engagement is ongoing with EE and the Programme to understand the volume of outages anticipated and the process for triaging these and managing these	ESMCP Project Board	Senior Management Board	1	3	3	15	1. Maintain ongoing dialogue with EE and the Programme along with Internal Airwave In Life team members to better understand this issue. 2. Report any adverse issues to the Project Board as they emerge.	A Mosley D MacAulay D Tait	
ESMCP 17	06/07/2020	There is a risk that there may be additional technical and financial implications related to the Kodiak application requiring upgrade to new operating versions and testing by Systel to ensure continued compatibility. (anticipated that there will be regular Kodiak software product releases). This would result in delays to transition or additional development costs	2		5	3	15	SFRS PM is a member of the 3ESS Transition Group that recieves reports from the UI/UX working Group, any developments in this area are monitored. The Kodiak application will be delivered as ESN Version 1 ready for transition. This will be reflected in the Full Business Case due for release in March 2021.	ESMCP Project Board	Senior Management Board	2	3	6	15	1. PM to continue to monitor this issue 2. Working Group members to be made aware of this issue 3. CCF PM to be made aware 4. Any adverse issues to be reported to the Project Board	A Mosley D Tait	
ESMCP 18	06/07/2020	There is a risk that the Scottish Government does not provide sufficient funding for Core and Non Core costs to enable SFRS to transition and operate on the Emergency Services Network resulting in significant funding requiring to be moved from other key areas of the SFRS budget.	2		3	5	15	SFRS Finance Lead is a member of the SSG Finance Group. Reform Collaboration Group chair has written to SG SRO regarding the uncertainty surrounding funding.	ESMCP Project Board	Senior Management Board	1	5	5	15	1. Scottish Strategic Group aware of Issue 2. Support from Reform Collaboration Group 3. SFRS Finance Lead aware of issue 4. Adverse reporting to Project Board	S Fox Strategic Lead J Thomson Finance	
ESMCP 19	06/07/2020	There is a risk that funding for ESN in life will not be forthcoming from the sponsor body (Scottish Government), resulting in significant impact on the SFRS budget.	2		3	5	15	The revenue non core costs related to the Network registration year one £1000, £500 per year (per device) thereafter and the device replacement (Handheld £800,3-5 years; Fixed Vehicle £3000 5-7 years; HHIC unknown; Desktop Unknown). There will be vehicle fitting/removal costs associated to this also.	ESMCP Project Board	Senior Management Board	1	5	5	15	1. Scottish Strategic Group aware of Issue 2. Support from Reform Collaboration Group 3. SFRS Finance Lead aware of issue 4. Adverse reporting to Project Board	S Fox Strategic Lead J Thomson Finance	
SW9	Jun-18	There is a risk from a lack of agreement regarding transformation / reward package proposal for uniformed staff because an inability to gain necessary investment and support from government resulting in a failure to deliver on service redesign implementation, political and reputational damage to the service and adverse internal or external scrutiny.	1		4	4	16	Designated Community Safety Personnel can be used initially to deliver S&W until agreement reached. This would however limit the amount of visits that could be undertaken and have an impact on other work conducted.	Transformation and Major Projects Committee	S&W Project Board Programme Office Board	3	4	12	16	Envisaged that strategic guidance will be given by the end of the year on the broadening role of F/Fs and in particular the S&W project implementation.	DACO P&P	
SW10	Jun-18	There is a risk of failing to design, develop and implement a suitable S&W ICT management system and relevant ICT hardware requirements, because of ineffective planning and resourcing and lack of engagement with key stakeholders both internally and externally, resulting in a significant impact upon the successful delivery of the project, Service improvement in general and staff morale.	1		2	5	10	Early involvement of ICT as part of project team. Once Safe & Well visit content and scope agreed establish required specification of ICT system/ hardware requirements and early involvement of finance/ procurement as required	Transformation and Major Projects Committee	S&W Project Board Programme Office Board	2	5	10	15	• Finalised ICT build milestone Feb 2021. • Deployment of S&W progressive app on to CAT laptop milestone Mar 2021. • Deployment of S&W app on to Fire Tablet milestone June2021. • Mobile platform still to be confirmed as viable. • S&W ICT system version 1 complete, progressive web app built (April 2021)	DACO P&P	
SW12	Jun-18	There is a risk of ineffective stakeholder engagement and failing to identify shared values and priorities, because of a failure to implement an effective Communication and Engagement Strategy, resulting in missed opportunities, miscommunication and poor perception of SFRS	1		2	4	8	Early involvement of Corporate Communications as part of project team.	Transformation and Major Projects Committee	S&W Project Board Programme Office Board	2	4	8	16	Communication strategy and internal/external engagement plan milestone Aug 2020 consider reducing (draft comms start)	DACO P&P	
SW13	Jun-18	There is a risk of reputational damage to SFRS as a trusted and valued Service because of a failure to deliver S&W due to any of the risks detailed within the risk register, resulting in adverse internal and or external scrutiny.	1		4	4	16	Cross Directorate representation on Project Board/ Team and effective governance arrangements established. Early contact with key partners and ongoing involvement in the development of S&W. Effective Communication and Engagement Strategy deployed.	Transformation and Major Projects Committee	S&W Project Board Programme Office Board	3	4	12	16	Envisaged that strategic guidance will be given by the end of the year on the broadening role of F/Fs and in particular the S&W project implementation.	DACO P&P	

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				
SW16	Apr-20	There is a risk that the COVID-19 pandemic has an impact on staff either due to lockdown working requirements and/or staff being deployed to undertake and support additional workstreams, our partners due to similar restrictions being placed on them due to covid-19 resulting in the delayed delivery of agreed milestones such as piloting the system and/or the overall project timeline and planned roll out of S&W.	1		4	3	12	Enacted service business continuity plans, reprioritised work packages and adjusted methods of work utilising available ICT equipment and communication platforms, undertake review of project milestones and timeline.	Transformation and Major Projects Committee	S&W Project Board Programme Office Board	3	2	6	16	consider reducing or removing as now BAU - oct 20 undertake review/impact assessment of project to date Feb21	DACO P&P	

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.

Impact	Political	Operational	Financial	Legal& Regulatory Compliance	Reputational/Stakeholder Confidence
			RISK ASSESSMENT		
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

	1	2	3	4	5
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

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)

Strategic Risk Summary

Appendix 1a

Strategic Risk	Description	SLT Risk Owner	Risk Rating
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services	Director of Service Delivery	16 ⇧
2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk	Director of Service Delivery	15
3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value	Deputy Chief Officer	12
4	Ability to ensure legal and regulatory compliance	Director of Strategic Planning, Performance and Communications	12
5	Ability to have in place a suitably skilled, trained and motivated workforce that is well supported both physically and mentally	Director of People & Organisational Development & Director of Training, Safety and Assurance	16
6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value	Director of Finance and Contractual Services	20
7	Ability to deliver a high quality, sustainable service within the funding envelope	Director of Finance and Contractual Services	12
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance	Director of Service Development	12
9	While Covid-19 remains a threat to health, the ability of SFRS to protect staff, partners and the public while meeting service delivery demands	Deputy Chief Officer	16

TMPC Aligned Directorate Risk Summary   Appendix 1b

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating
1	Improve Safety and Wellbeing of Communities	SDD002	Evidence Based Decision Making	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 continuous improvement, best value positive change.	Head of Service Development	12
6	Adequate operational assets, equipment etc.	POD002	Replacement Programme	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.	Head of People and Organisational Development	12
7	Financial Sustainability	SDD004	Organisational Culture	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 knowledge contributing to an inability to influence culture and promote development and positive change.	Head of Service Development	12
8	Improve performance	SDD001	Resources and Capacity	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.	Head of Service Development	16
8	Improve performance	SPPC002	Communicate with Stakeholders	A failure to consult and communicate with stakeholders regarding service change resulting in unsupported and poorly defined change activity.	Head of Communication and Engagement	15

TMPC Aligned Directorate Risk Actions   Appendix 1c

Strategic Risk	Risk ID	Risk	Action Description	Owner	Due Date	Current Rating	Target Rating
1	SDD002	Evidence Based Decision Making	Ongoing creation of Community Risk Index Model	Head of Service Delivery Programme Review	31/03/2021	12	9
1	SDD002	Evidence Based Decision Making	Continued delivery of the Service Delivery Model Programme against agreed programme timelines	Head of Service Delivery Programme Review	31/03/2021	12	9
1	SDD002	Evidence Based Decision Making	Establish full internal linkage for data available across the SFRS	Head of Service Delivery Programme Review	31/03/2021	12	9
6	POD002	Replacement Programme	Review of Phase 1 timescales outlined in the Programme dossier	Head of POD	31/03/2021	12	12
6	POD002	Replacement Programme	Appointment to the wider Programme Team positions	Head of POD	31/03/2021	12	12
7	SDD004	Organisational Culture	Engage with all relevant stakeholders	Head of Service Delivery Programme Review	31/03/2021	12	8
8	SDD001	Resources and Capacity	Development of business cases to allow the population of proposed Directorate Structure in line with organisational need	Head of Service Development	31/03/2022	16	5
8	SPPC002	Communicate with Stakeholders	SO3:19 Develop a SFRS Communications and Engagement Strategy for 2021-23. (Mar 21)	Head of Communication and Engagement	31/03/2021	15	8
8	SPPC002	Communicate with Stakeholders	SO3:17 Implement the recommendations from the internal communications review. (Jun 21)	Head of Communication and Engagement	31/03/2021	15	8

RAG Status Description

Green	On Track - action to be completed as planned
Amber	Behind Schedule - corrective action underway
Red	Behind Schedule - corrective action required

SCOTTISH FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Agenda Item: 10.3

Transformation and Major Projects Committee – 6 May 2021

Risk Spotlight Briefing Note
POD002 – Replacement Programme: 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.
Submitted by:- People and Organisational Development, Paul McGovern

Background: What would cause the risk to materialise / what is the effect likely to be?

- Causes
  - o Inaccurate definition of the Programme resource profile
  - o Inability to recruit the right people to the core Programme team
  - o Reluctance to fully release the key people with the required skills and knowledge from existing teams because of the potentially adverse impact on business as usual activities
  - o Lack of suitable candidates to back fill people released from their day jobs to work on the programme
  - o Failure to secure budget for resource for the duration of the Programme
- Effects
  - o The implementation of new systems is delayed and done at significantly greater risk of failing to deliver the required Programme outcomes
  - o The systems that are specified do not accurately reflect the need of the business because the right people have not been involved in creating the specification of requirements and we purchase the wrong systems for SFRS
  - o The wider business fails to engage in the change process because the key change agents have not been involved in the Programme from the start and the level of disengagement is high; SFRS continues to operate as it always has done but with newer systems
  - o We implement new processes that are poorly understood or do not support the business, negatively impacting our ability to operate core functions

Controls and mitigating actions (stating what actions are being taken if the residual/current risk assessment is operating above or below risk appetite).

- Programme Manager appointed and requirements for core Programme team defined and recruitment to those posts underway within the allocated capital budget
- Business Case for back fill resource requirement submitted and approved by SLT
- Ongoing engagement with the business to refine the profile for back fill resource before initiating recruitment
- Initiate formal market engagement with suppliers to better understand the scale of resource required to support implementation
- Develop detailed business case and detailed Programme plan for tranches including both procurement and implementation phases to accurately schedule resource requirement

External or other factors which might impact on the current risk assessment.

- Alignment with other major SFRS projects and competing demands on the same key staff members
- Level of interest from the supplier market and outcome of the procurement process

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) • 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 /Major Projects** • Dashboard • ESNI Closing Report & Dossier - tbc • SDMP Closing Report & High Level Plan/Dossiers - tbc • MacDonald Road Closing Report – tbc • New Watch Duty System (An update report in 12 months time on benefits implementation – Aug 19) **General Reports** •	**Service Transformation /Major Projects** •	**Service Transformation /Major Projects** •

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) - 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/ Major Projects** - Dashboard **General Reports** 	**Service Transformation /Major Projects** - Dashboard **General Reports** 	**Service Transformation /Major Projects** - Dashboard **General Reports**

TRANSFORMATION AND MAJOR PROJECTS COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
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) - 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/ Major Projects** - Dashboard **General Reports**	**Service Transformation /Major Projects** - Dashboard **General Reports**	**Service Transformation /Major Projects** - Dashboard **General Reports**