PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 5 AUGUST 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: 6 MAY 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.   VALUE ADDED STATEMENT (*attached*)   *F Thorburn*

The Committee is asked to approve the report.

Please note that the public meeting will be recorded and published on the SFRS Website.
The recording will be available for two consecutive meetings and then removed

9   CHANGE PORTFOLIO/MAJOR PROJECTS
9.1   Dashboard (*attached*)   *G Buchanan*
      - Emergency Services Network – Change Request and Dossier
        (*attached*)   *P Stewart*
      - Service Delivery Model Programme – Change Request and
        Framework (*attached*)   *J MacDonald*
      - CRIM/SAR/DWDS – Change Request and Dossiers (*attached*)   *J MacDonald*
      - Safe & Well – Change Request and Dossier (*attached*)   *A Perry*
9.2   People, Training, Finance and Assets System Project Update (*verbal*)   *P McGovern*

10   GENERAL REPORTS
10.1 Gateway Review Action Plan (*attached*)   *Portfolio Office*
10.2 NWDS Project Evaluation & RRU, RFTP & NWDS Evaluation Combined
      Action Plan (*attached*)   *P Stewart*

11   RISK
11.1 Portfolio Office Risk Log/Tracker (*attached*)   *G Buchanan*
11.2 Strategic Risk Register (*attached*)   *P Stewart*

12   COMMITTEE ROLLING FORWARD PLANNING   *F Thorburn*
12.1 Committee Forward Plan (*attached*)
12.2 Items for Consideration at Future IGF, Board and Strategy Day meetings

13   REVIEW OF ACTIONS   *A Cameron*

14   DATE OF NEXT MEETING
       Thursday 4 November 2021 @ 1000 hrs

PRIVATE SESSION

15   MINUTES OF PREVIOUS PRIVATE MEETING: 6 MAY 2021
       (*attached*)   *F Thorburn*

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

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

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

17   MCDONALD ROAD – CHANGE REQUEST (*attached*)   *I Morris*

18   COMMAND AND CONTROL FUTURES PROJECT UPDATE (*attached*)   *J Dickie*

       This report is for information only.

Please note that the public meeting will be recorded and published on the SFRS Website.
The recording will be available for two consecutive meetings and then removed

DRAFT - OFFICIAL

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 6 MAY 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 (PSt)	Assistant Chief Officer, Director of Service Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Andy Main (AM)	Head of Portfolio Office
Gillian Buchanan (GB)	Deputy Portfolio Manager
Richie Hall (RHa)	Area Commander, Training (Item 8.1)
Paul McGovern (PMcG)	PTFA Programme Manager Item 10.3)
Alasdair Cameron (AC)	Group Commander Board Support
Heather Greig (HG)	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Leanne Watson	Portfolio Office
Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office
Bridget Spence	Collaboration Officer

1   WELCOME

1.1   The Chair opened the meeting and welcomed those participating via MS Team, in particular, Andy Main following his recent appointment as Head of Portfolio Office. Following this introduction, AM gave a brief background of his experience and looked forward to working with the Committee.

1.2   On behalf of the Committee, the Chair acknowledged Marieke Dwarshuis attendance at her last Committee meeting before standing down from the Board in July 2021. The Committee thanked Marieke for her enormous contribution throughout her 8+ year tenure and wished her the very best for the future. On behalf of the Executive, RH thanked Marieke for her contribution and support since the inception of the Service.

1.3   Following a decision at the recent Board meeting (29 April 2021), the Committee would be renamed to the Change Committee: Strategic Change and Major Projects.

1.4   The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.

1.5   This meeting would be recorded and published on the public website.

2   APOLOGIES
        None

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). The Committee also agreed that the Terms and Conditions Termination report would be heard in private session due to information relating to consultation/negotiations (Standing Order 9F).

3.2   No private items were identified.

4   DECLARATION OF INTERESTS
4.1   None

5   MINUTES OF PREVIOUS PUBLIC MEETING: 4 FEBRUARY 2021
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 4 February 2021 were approved as a true record of the meeting.**

5.2   **Matters Arising**
5.2.1   None

6   ACTION LOG
6.1   The Change Committee Rolling Action Log was considered and actions were agreed and removed.

        Item 8.5.6 Retained and Volunteer Duty System – Change Request and Updated Dossier (05/11/20): Due date to be further amended to August 2021.

        Item 8 Service Transformation Programme Dashboard (04/02/21): The Committee agreed to defer the decision to close this action until further discussion had taken place under Item 8.1. It was subsequently, agreed that this action would be re-opened due to further work being required to fully address the action (milestones).

6.2   To ensure good governance, it was agreed to routinely revisit the action log at the end of the meeting to ensure that the Committee were content with position statement/closure of actions.

7   SENIOR MANAGEMENT BOARD (SMB) ACTION LOG
7.1   It was noted that the SMB Action Log was included for information purposes only.

7.2   In relation to the Polmont FireSkills Employability Award evaluation report, RH noted that consideration was being given on sharing with partners and anticipated that this would be presented to a future Strategy Day. Copy of HM Young Offenders Institution

Polmont FireSkills Employability Award Evaluation Report to be shared with the Committee for information.

ACTION: RH

8   SERVICE TRANSFORMATION PROJECTS
8.1   Service Transformation Programme Dashboard
8.1.1   GB presented the Service Transformation Programme Dashboard to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver.   Change Requests were presented for MacDonald Road and Protection of Vulnerable Groups projects and the closing report was presented for the Out of Hospital Cardiac Arrest project.

8.1.2   With reference to Action 8 regarding milestone information, GB reminded the Committee that the collation of this information was still a manual process and it would not be practical to add all the milestone information into the current dashboard. In an attempt to provide some update on milestones, the current and next significant milestone information had been included. It is the intention moving forward to identify and introduce a software management system which could be interrogated. GB apologised for the lack of milestone information included on the dashboard at this time.

8.1.3   The Committee asked for consideration to be given to what and how information was presented, ie for scrutiny purposes, within the dashboard. It would be helpful to include timescales or dates as a reminder and to provide context.   The Committee also commented that the narrative within the covering report would benefit from being expanded further to help explain the issues with interdependencies, etc. This would enable the Committee to remain informed of the interdependencies, priorities, etc as well as maintaining an awareness of the bigger picture across all areas of the Service.

8.1.4   In relation to the Community Risk Index Model (CRIM) project, the Committee requested an update on the validation process carried out by Edinburgh University and an explanation why a further academic peer review was required. PSt confirmed that Edinburgh University's valuation process was nearing completion with only a few elements outstanding. PSt informed the Committee that the second validation would be undertaken to provide assurance and validation of the initial validation process. PSt further noted that the Service were seeking to secure the intellectual property rights to the CRIM and noted that the Service were unaware of the commercial viability/benefits at this time.

8.1.5   In relation to the sustainability of the CRIM, PSt stated that there was no end point for this project. The CRIM was a continuous rolling programme which would continue to evolve and be updated and help inform future decisions within the Service.

8.1.6   In relation to key consultation and engagement, RH stated that this was not fully within the domain of this Committee. Therefore, it was the suggested to provide periodic updates on this timeline for SDMP, Future Vision and UFAS to the Board.

8.1.7   In relation to the People, Training, Finance and Assets System, it was agreed that further detail around engagement with Police Scotland would be circulated to Committee.

ACTION: RH

8.1.8   Protection of Vulnerable Group (PVG) Scheme – Change Request and Updated Dossier
        RH presented the Change Request and updated Dossier noting the increased scope of the project to include Group Commanders (up to Heads of Functions) and adjustment of projects costs across financial years.

8.1.9   The Committee noted the change request and updated dossier.

81.10   <u>McDonald Road – Change Request</u>
           RH presented the Change Request advising the change in Executive Lead to Iain Morris
           and the extension of timeline, due to the impact of COVID, to October 2021 (estimated).
           It was noted that estimated completion date was based on current restrictions and may
           be subject to change. RH confirmed that there was no existing contract in place for the
           fit out of the museum.

8.1.11   The Committee requested clarification on the re-tendering exercise for the museum
           works. RH informed the Committee that the costs associated with the fitting out of the
           museum were considered excessive, therefore, it was decided a re-tendering exercise
           should be undertaken.

8.1.12   In regard to the increased costs associated with COVID, RH noted the ongoing
           negotiations with the Contractor. RH would request Iain Morris to circulate further
           details on the Fire Museum re-tendering exercise and COVID costs negotiations to the
           Committee.

                                                                          ACTION: RH

8.1.13   The Committee noted the change request.

8.1.14   <u>Out of Hospital Cardiac Arrest – Closing Report</u>
           RHa presented the Out of Hospital Cardiac Arrest (OHCA) Closing Report to the
           Committee and highlighted the following key points:
           • Majority of project milestones were delivered. Number of milestones are dependent
             on a go live date being determined to be fully delivered. Milestone for the OHCA
             Memorandum of Understanding has been superseded, due to its inclusion within the
             Clinical Governance arrangements.
           • Due to the project not reaching implementation stage, and through regular
             communication with Finance, the monies for this project were re-allocated.
           • Estimated societal cashable benefits and non-cashable benefits.
           • Although the project did not reach implementation stage, a Response Capability
             Strategy and training package was developed.
           • Positive outcomes related to the Service's response to COVID including PPE stocks,
             clinical waste arrangements, advice and guidance from the clinical effectiveness
             lead.
           • Due to the project not reaching the implementation stage, cashable disbenefits
             included the procurement of defibrillators, PPE and project salary costs.
           • Project interdependencies were Protection of Vulnerable Group (PVG) membership,
             clinical waste, immunisation programme and post incident support.
           • Lessons learned included project isolation (not aligned to a Directorate), storage of
             project documentation (no standardised approach) and business case (inclusion of
             financial costs).
           • Outstanding project risks including failure to retain/attract Retained Duty System
             (RDS) personnel and unable to provide OCHA response (reputational).
           • Future projects includes immunisation and clinical governance as well as remaining
             committed to future delivery of a OHCA response capability.
           • Performance measures including data being captured post incident and during the
             incident via defibrillators.

8.1.15   The Committee acknowledged the good work of the project, the positive relationships
           built with Scottish Ambulance Service and the honest reflection on the lessons identified.

8.1.16 The Committee were reminded that the Service were unable to continue with the trial due to the withdrawal of support from the Fire Brigade Union (FBU). The Committee noted their disappointment that this valuable project was unable to be progressed and it was agreed to recirculate the OCHA evaluation report to the Committee.

ACTION: PO.

8.1.17 **The Committee noted the report.**

8.2 **Rapid Response Unit and Rural Full Time Posts Project Evaluation – Combined Action Plan**

8.2.1 PSt presented the combined action plan developed following the recent post project evaluations carried out for the Rapid Response Units (RRU) and Rural Full Time Post (RFTP) projects for scrutiny. The following key points were noted:
- Combined action plan created due to the similarities identified within the findings for each project.
- Findings have been categories in 3 themes: Process, Planning and Review.
- Supporting Lead allocated for each lesson identified.

8.2.2 The Committee welcomed the combined action plan and commented on the overall quality and transparency within the evaluation reports and action plan.

8.2.3 The Committee sought clarification on the scrutiny arrangements for the action plan and outcomes.

8.2.4 PSt noted that a large percentage of the actions had been allocated to the Portfolio Office and these would be used, along with the Accenture report, to help shape the Portfolio Office going forward. He commented on the importance of identifying lessons and the subsequent learning/improvements being made and evidenced. He noted his intention to fully review the process to allow a wider longer-term audit trail ie show what has been identified, what is required to be learnt and changes put in place. As the Portfolio Office develops, these systems, processes and the principles of these processes would be brought back to the Committee for their awareness.

8.2.5 RH advised that a regular progress report would be presented to the Senior Management Board and thereafter this Committee. Consideration was still being given to the frequency of reporting.

8.2.6 **The Committee scrutinised and noted the action plans and revised reports.**

8.3 **New Watch Duty System – Post Project Evaluation Scope**

8.3.1 RH presented the Committee with the Post Implementation Project Review proposal for the New Watch Duty System Phase One and Two project. He noted the intention to develop an action plan and incorporate any new recommendations into the combined RRU and RFTP action plan, if appropriate. The evaluation report and action plan would be presented to the Senior Management Board and therefore this Committee.

8.3.2 The Committee commented on the challenges encountered during the implementation phase of the project and queried whether these would be taken into consideration when carrying out the evaluation. LS confirmed that an evidence lead approach would be taken for this evaluation ie what the project reported at the time. She noted on the changes in benefits methodology since this project and the potential need to review benefits identified at the time.

8.3.3   The Committee commended the effort and transparency involved within production the project evaluations which indicated the maturing culture of the Service.

8.3.4   **The Committee scrutinised and noted the project projection evaluation scope for the New Watch Duty System project.**

(Break at 1129 hrs reconvened at 1136 hrs)

9   GENERAL REPORTS
9.1   **Benefits Management Tracker**
9.1.1   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.

9.1.2   AM commented on his previous experience of benefits management/tracking and noted the importance of integration into the business case process. He noted that the next steps would be to undertake an assessment of the current position and identify any challenges in this area.

9.1.4   The Committee requested a spotlight/progress update on benefit management, including integration into business case processes, to be provided at the next meeting (Forward Plan).

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

9.2   **Gateway Review Action Plan**
9.2.1   The Committee noted the Gateway Review Action Plan update report.

9.2.2   **The Committee noted the report.**

9.3   **Spotlight on Project Resources**
9.3.1   PSt presented the Committee with a spotlight report detailing the known level of resource provision, and budget allocation, across the Service for major projects. It was noted that central resources, ie HR, finance business manager, etc were not included in the costs due to the ad hoc nature of involvement.

9.3.2   PSt indicated that this would be integrated into the work of the Portfolio Office to link into 'Set Up to Deliver' elements and as processes mature, more robust reporting methodology would be put in place going forward. He commented on the existing processes and positive work of the Portfolio Office, however, through continuous improvement, these processes, etc would be further enhanced.

9.3.3   The Committee noted the good work and improvements over previous years within the Portfolio Office and recognised they are on a journey of continuous improvement. The Committee welcomed the spotlight report which helped to begin to understand the true cost of delivering change within the portfolio.

9.3.4   The Committee commented on the lack of budget costs against several of projects. PSt noted that this spotlight was a light touch approach only. He further noted that some projects, ie People, Training, Finance and Assets, did not yet have this level of detail, however, the financial implications associated with these projects were recognised. The Committee suggested that a table of indicative costs would be helpful at this stage. PSt noted this comment.

9.3.5 The Committee commented on the importance for all new business cases explicitly articulating internal resources/costs for all future projects. PSt supported this commented and noted that this had already been identified.

9.3.6 The next iteration of this report would be brought back to the August meeting (Forward Plan).

9.3.7 **The Committee noted the spotlight report.**

10   RISK
10.1   **Portfolio Office Risk Log**
10.1.1 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 the following key areas were highlighted:
- Change highlighted in yellow within the covering report for ease of reference.
- Fourteen new risks added – One Command and Control Future (CCF), 8 Emergency Services Network Implementation (ESN), 5 Safe and Well (S&W).

10.1.2 In relation to risk SW9, the Committee requested consideration to be given to re-word this risk as the current wording "*inability to gain necessary investment and support from the government"* was not entirely accurate. It was acknowledged that the S&W concept was tied into the broadening of the role and this could be articulated more clearly. Portfolio Office to contact Programme Manager to obtain a more accurate reflection.

ACTION: PO

10.1.3 The Committee observed that some of the commentary was out of date. The Committee requested that the Portfolio Office review and consider the information contained within future reports, and provide a health warning, in an attempt to ensure it is as up-to-date as possible.

ACTION: AM

10.1.4 In relation to the Directorate Risks for the Emergency Services Mobile Communication Programme, the Committee commented on the current and target risk rating, potential mitigations, factors being outwith the control of the Service and the potential for an overarching risk.

10.1.5 RH noted that the Senior Management Board currently discussed risk separately from the project update and in order to manage this holistically, these discussions needed to be brought together. PSt explained that the reasons for the risk ratings remaining high where due to a number of external factors and yet unknown elements which were outwith the Service's control. He assured the Committee that resources continued to be allocated in order to mitigate as much of the risks by being as prepared as possible, however due to the lack of information risk could not be lowered at this time. PSt noted that consideration could be given on an overarching risk for the wider programme methodology and the provision of information flowing from the programme.

10.1.6 The Committee made a request for more focused information regarding the journey to the target risk score to be incorporated within the register.

ACTION: PSt

10.1.7 **The Committee noted the report.**

10.2   **Strategic Risk Register**
10.2.1   The Committee noted the Aligned Change Committee Directorate Risks.

10.2.2   **The Committee noted the report.**

10.3   **Spotlight – Portfolio Office Resourcing**
10.3.1   PMcG presented a report to the Committee providing an update on the People, Training, Finance & Assets Replacement Programme. The following key areas were highlighted:
- Establishing programme objectives including positioning the programme in terms of implementing different ways of working.
- Not taken full advantage of technological improvements since the inception of the Service.
- Greater recognition on the benefits of integration of systems.
- Recognition that current processes and procedures were not particularly efficient and acknowledgement of the challenges associated with changing working practices /culture.
- Risks associated with identifying the key programme team and the subsequent backfilling/associated costs to continue to deliver business as usual.
- Risk associated with existing contracts nearing end date.
- Risk associated with losing momentum and enthusiasm due to time taken to deliver to programme.
- Recognition that the right people need to be involved in creating the specification of requirements to ensure any new system would enable fundamental changes/ improvements to be realised.
- Recognition the importance of ensuring people are invested and supportive of the changes.
- Focus on identifying industry standard processes that could be adopted in order to reduce the need for bespoke systems.
- Existing and potential future resources within the core programme team.
- Initial engagement with suppliers highlighted the need for releasing key individual to resource the programme. Business case has been developed but there was still an element of ambiguity at this stage.
- High level of interest from the supplier market.
- Awareness of other major projects and potential conflicting demands on key resources.

10.3.2   The Committee were reassured that the risk was fully understood and there was recognition of the importance of people within the entire process.

10.3.3   PMcG confirmed that the full business case would be developed over the next 6-8 weeks.

10.3.4   **The Committee noted and welcomed the risk spotlight update.**

11   COMMITTEE ROLLING FORWARD PLAN
11.1   **Committee Forward Plan**
11.1.1   The following was noted:
- Spotlight/progress update on benefit management, including integration into business case processes
- Further iteration Spotlight on Project Resources
- 5 WDS Evaluation Report
- People, Training, Finance and Assets Systems to be added as standing item

11.1.2   The following amendments were requested:
- ESN Closing Report and Dossier to be amended to Change Request and Dossier.
- SDMP Closing Report and Dossier to be amended to Change Request and Dossier.

11.2   **Items for consideration at Future IGF, Board and Strategy Day Meetings**
11.2.1   The following were noted:
- Polmont FireSkills Employability Award Evaluation Report to identify formal governance route.

12   REVIEW OF ACTIONS
12.1   The Committee requested Item 8 Service Transformation Programme Dashboard (04/02/21) regarding milestones would be re-opened and the due date amended to August 2021.

12.2   AC confirmed that seven formal actions were recorded during the meeting.

13   DATE OF NEXT MEETING
13.1   The next meeting is scheduled to take place on Thursday 5 August 2021 at 1000hrs.

13.2.   The Committee were informed that Brian Baverstock would take up the role of Deputy Chair of the Change Committee.

13.3   At her last formal Committee meeting, MD noted her pleasure and privilege at being involved with this Committee and Service since the beginning. She commented on the progress and maturity within the Service and the Portfolio Office. MD wished everyone good luck of the future and looked forward to seeing the changes in the future.

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

PRIVATE SESSION

14   MINUTES OF PREVIOUS PRIVATE MEETING: 4 FEBRUARY 2021
14.1   The minutes were agreed as an accurate record of the meeting.

15   PRIVATE ACTION LOG
15.1   The Committee considered the action log, noted the updates and agreed the closure of completed actions.

16   TERMS AND CONDITIONS PROJECT TERMINATION REPORT
16.1   RH presented the Terms and Conditions Project termination report to the Committee noting the purpose of the project and the reasons for the proposed termination.

17   COMMAND AND CONTROL FUTURES (CCF) PROJECT – IMPLEMENTATION OF A NEW COMMAND AND CONTROL MOBILISING SYSTEM (CCMS); UPDATED PROJECT DOSSIER AND PROJECT CHANGE REQUEST
17.1   GMacK presented a report to the Committee to provide an overview of the updated CCF Project dossier and project change request.

Agenda
Item 6

CHANGE COMMITTEE – ROLLING ACTION LOG

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations

Currently the rolling action log contains 9 actions. A total of 7 of these actions have been completed.

The Committee is therefore asked to approve the removal of the 7 actions noted as completed (Blue status), note the zero actions categorised as Green status and note 2 actions categorised as Yellow status on the action log.
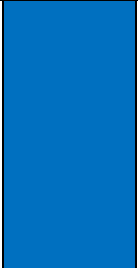
CHANGE COMMITTEE
ROLLING ACTION LOG

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**	**August 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. **Update (05/08/21):** Recruitment process is underway. All 3 public consultation roles are out to advert with closing dates of 2/3 August 2021. Interviews planned for the w/c 16 August.

Committee Meeting: 4 February 2021						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
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**	**August 2021** (Org May 2021)			**Completed (06/05/21):** Dashboard has been updated to reflect next key milestone **Re-opened (06/05/21):** Committee re-opened this action due to further work being required. **Update (05/08/21**): Dashboard has been updated and on the agenda.

Committee Meeting: 6 May 2021						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
Item 7.2	**Senior Management Board Action Log:** Copy of HM Young Offenders Institution Polmont (FireSkills Employability Award Evaluation Report to be shared with the Committee for information.	**RH**	**August 2021**		**May 2021**	**Completed (05/08/21):** Circulated by email on 7 May 2021
Item 8.1.7	**Service Transformation Dashboard - People Training Finance Assets:** Further detail around engagement with Police Scotland to circulate to Committee.	**RH (PMcG)**	**August 2021**		**May 2021**	**Completed (05/08/21):** Circulated by email on 11 May 2021

Item 8.1.12	**Service Transformation Dashboard – McDonald Road:** Further detail re Fire Museum tendering exercise and further detail on the Covid costs negotiations. DCO to request Iain Morris to provide update and circulate to Committee.	**RH (IM)**	**August 2021**		**June 2021**	**Completed (05/08/21):** Circulated by email on 17 June 2021.
Item 8.1.16	**Service Transformation Dashboard – OHCA Closing Report:** - OCHA evaluation report to be circulated to Brian Baverstock.	**PO**	**August 2021**		**May 2021**	**Completed (05/08/21):** Circulated by email on 6 May 2021
Item 10.1.2	**Portfolio Office Risk Log/Tracker:** Consideration to be given to re-word Risk 3.1.11 SW9 - *inability to gain necessary investment and support from the government* was not accurate. PO to contact Programme Manager to obtain a more accurate reflection.	**PO**	**August 2021**		**August 2021**	**Completed (05/08/21):** Risk has been removed and new risk to be approved by Safe and Well Project Board.
Item 10.1.3	**Portfolio Office Risk Log/Tracker:** To review and consider information contained within, and provide a health warning, in an attempt to ensure it is as up-to-date as possible for Committee	**AM**	**August 2021**		**August 2021**	**Completed (05/08/21):** To give further assurances to Committee, the risk log is discussed at monthly Senior Management Board (SMB) meetings Chaired by the Deputy Chief Officer and where all Heads of Function are present. The in-depth discussion at the monthly SMB, encapsulates any 'health warnings' that may be required to be captured and/or articulated for forthcoming Change Committee meetings to ensure timely and as up-to-date information is made available for scrutiny, extending as far as a verbal update on the day should this be felt necessary, taking cognisance of the time that passes between the formal submission of papers and to following agreed routes of governance.

| Item 10.1.6 | **Portfolio Office Risk Log:** Request for more focused information regarding the journey to the target risk score to be incorporated within the register. | **PSt** | **August 2021** | | **August 2021** | **Completed (05/08/21):** To give Committee assurances, all information is kept continually under review within the entirety of risk log and more focused information regarding the journey to the target risk score will be captured moving forward wherever possible. |

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	16-06-21	PMc to provide IM with his capital requirements by September 2021	Paul McGovern	Sep-21		████	Update 15/07/21 - Progressing well
NA	SMB	16-Jun-21	SMB Members to provide written comments on the Annual Performance Review Report to RW by 9 July 2021	All	Jul-21		████	Update 15/07/21 - Comments have now been received, but any additions will be welcome
NA	SMB	14/07/21	RW to check with MMc if the internal audits reports should be shared with SMB	Richard Whetton	Jul-21			

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: C/CC/19-21

Agenda Item: 8

Report to:	**CHANGE COMMITTEE: STRATEGIC CHANGE AND MAJOR PROJECTS**
Meeting Date:	**5 AUGUST 2021**
Report Title:	**ANNUAL VALUE ADDED STATEMENT 2020/21**

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 present the Change Committee (CC) Annual Value Added Statement 2020/21, outlining evidence of how the Committee supports the effective functioning of the Board.

2	**Background**
2.1	The Value Added Statement was introduced to support the Board's overall approach to reviewing the effectiveness of its Committee operating structure and further to this feeds into the Annual Governance Statement.

3	**Main Report/Detail**
3.1	A paper outlining the arrangements for reviewing the effectiveness of the Board and its Committees was approved at its meeting on 25 June 2020. The Annual Value Added Statement of this Committee will be appended to the subsequent paper which reports to the Board on these arrangements as supporting evidence.

4	**Recommendation**
4.1	The Committee is requested to scrutinise the contents of the Annual Value Added Statement 2020/21 as set out in Appendix A and provide feedback as necessary.

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Information contained within this report highlights the benefits this Committee brings to the governance arrangements through the examination of strategic change and major projects activities. The CC will continue to further develop the risk tracking and risk monitoring for individual projects and consider the use of spotlighting certain risks where deemed appropriate and necessary.
5.2 5.2.1	**Financial** The CC scrutinises and seeks assurance in relation to capacity to deliver, meet critical milestones and in the financial planning for change.
5.3 5.3.1	**Environmental & Sustainability** There are no environmental and sustainability implications arising from this report.

5.4 5.4.1	**Workforce** The CC reviews programme plans and project dossiers that relate to the workforce.
5.5 5.5.1	**Health & Safety** This report highlights the strategic change and major projects contribution towards improving the Health Safety and Wellbeing of all staff.
5.6 5.6.1	**Training** This report will support the Scottish Fire and Rescue Service (SFRS) Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2020/21.
5.7 5.7.1	**Timing** This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2020/21.
5.8 5.8.1	**Performance** Information contained within this report deems that there are no significant gaps in the performance of the CC.
5.9 5.9.1	**Communications & Engagement** This report provides an opportunity for CC members to review the contents and provide feedback prior to its submission to the Board on the arrangements for reviewing the effectiveness of the Board and its Committees.
5.10 5.10.1	**Legal** Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance.
5.11 5.11.1 5.11.2	**Information Governance** *DPIA completed ~~Yes~~/No. If not applicable state reasons.* *No DPIA was required for this paper as it contains no personal information.*
5.12 5.12.1 5.12.2	**Equalities** *EIA completed ~~Yes~~/No. If not applicable state reasons.* Covered by the Corporate Governance Arrangements 2021 EIA.
5.13 5.13.1	**Service Delivery** There are no service delivery implications arising from this report.
6	**Core Brief**
6.1	Not Applicable.
7	**Appendices/Further Reading**
7.1	Appendix A – CC Annual Value Added Statement 2020/21
Prepared by:	Heather Greig, Board Support Executive Officer
Sponsored by:	Fiona Thorburn, Chair of the Change Committee
Presented by:	Fiona Thorburn, Chair of the Change Committee

Links to Strategy and Corporate Values		
This links to SFRS Strategic Plan 2019-22.		
Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Committee	*5 August 2021*	*For Scrutiny*

Change Committee

Annual Value Added Statement

2020/21

1   Purpose

The purpose of this statement is to give an overview of the added value of the Change Committee over the period April 2020 – March 2021, in its role as a Committee supporting the work of the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its Committees, and is incorporated into the Service's Annual Governance Statement.

2   Background

The Transformation and Major Projects Committee, now known as the Change Committee: Strategic Change and Major Projects, has overseen and scrutinised the transformation phase of the SFRS since 2017/18. The Committee provided assurance to the Board, via the Chair of the Committee, through oversight and direction on the development and achievement of the Service's Transformation Programme, together with oversight and scrutiny towards the delivery of any Major Projects in line with the Service's vision. The role of the Committee also includes agreeing an acceptable risk profile and thresholds for the Programme, ensuring resilience in the scale and rate of adoption of change across the Service, ensuring delivery within agreed costs and time related boundaries, as well as providing direction on priorities.

3   Summary of the Committee's Work During 2020/21

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

Highlights of the work during the review period 2020/21 included:

- Monitoring of major projects such as the Command and Control Futures Programme, People, Training, Finance and Assets Systems, McDonald Road Refurbishment, West Asset Resource Centre, Emergency Services Network/ESMCP.
- Monitoring of transformation projects such as Service Delivery Model Programme, Safe and Well, Out of Hospital Cardiac Arrest.
- Further developed the risk tracking and risk monitoring for individual projects, with a view to gaining better insight of risks that may affect the delivery of the Programme as a whole.
- Monitored progress against the SG Gateway Review Action Plan.
- Continued development of the methodology for benefits mapping, the establishment of a Benefits Management Tracker and the monitoring of how this is progressed.
- Receipt of project evaluation reports highlighting lessons identified and learned for

review and reflection within new projects.

- Workshops held to consider certain topics in more detail eg Command & Control Futures (joint workshop with SDC).

Following a restructure of the Strategic Leadership Team, the Service Development directorate was created which will provide Executive leadership and oversight in regards to the change portfolio and how it is managed. The appointment of a new Portfolio Office Manager will also provide clear direction and focus in terms of the Portfolio Office.

The Committee reviewed its Terms of Reference in January 2021 to ensure its focus and responsibilities remained current and relevant. The proposed amendments to the Terms of Reference, which included a change in name to the Change Committee to reflect the transition from the previous transformation programme and change in focus to the introduction and delivery of continuous strategic change and major projects in line with the Service's future vision, were subsequently agreed by the Board in April 2021.

4   Future Work Priorities of the Committee

Following the impact of the COVID-19 pandemic on the delivery of key aspects of the Service's change portfolio, the CC's priority will continue to be to closely monitor progress and in particular seek assurance in relation to capacity to deliver and meet critical milestones.

As the Service moves forward with its future vision, the Committee will need to be aware of any significant changes that may impact on the way in which this evolves. The Committee will ensure a future focus and emphasis around strategic change and ICT/Assets project work. In particular, the Committee will be seeking scrutiny and assurances regarding critical projects, such as the Command and Control Futures and People, Training, Finance and Assets projects. The Committee will also continue to scrutinise and support the continued development of the Portfolio approach to Change with particular emphasis on baselining plans; business case process; benefits mapping and tracking.

The Committee intends to continue to devote more time to ensure future business brought to the Committee is timely and appropriate, achieving this through having more agile agenda and forward planning arrangements in place.

5   Actions to Improve the Committee's Governance Arrangements

In order to exercise continual quality improvement of Committee business and increase knowledge and understanding of members, it is intended to:

- Continue to have the ability to privately debrief any issues of administration, presentation or governance following any meeting.
- To hold subject-specific workshops as and when necessary to ensure the development of understanding on key issues.
- Meet regularly with relevant directors to ensure high-quality input and alignment to ToRs.
- Have a close working relationship with the SDC to ensure a joined up approach on common areas of interest.
- Report matters as necessary to the Integrated Governance Forum for discussion amongst other committee chairs.

Fiona Thorburn
Chair, Change Committee
June 2021

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: C/CC/20-21

Agenda Item: 9.1

Report To:	CHANGE COMMITTEE						
Meeting Date:	5 AUGUST 2021						
Report Title:	PORTFOLIO OFFICE PROJECT 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 Change Committee (CC) 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 CC with available information associated with this programme during the reporting period.

3	Main Report and Discussion
3.1 3.1.1	**Risk** The Public Involvement and Consultation Team vacancies have now been advertised with closing date of 27 July 2021. Interviews scheduled for August.
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	Service Delivery Model Programme (SDMP) - close involvement with 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** Emergency Services Network showing red for costs. Ongoing funding discussions taking place with the Scottish Government.
3.3.2	Safe & Well have requested a change to the project scope (incl. milestones), costs, resources and time; these changes will impact the planned costs of the project and have been made in conjunction with the projects Finance Business Partner. The business case has been updated accordingly.

3.4 3.4.1	**Capacity to Deliver** The need for full stakeholder engagement in projects will be detrimental to the capacity to deliver for projects.
3.5 3.5.1	**Other** **Service Delivery Model Programme –** showing red for Skills and Resources. This is due to the Public Involvement and Engagement Team still not being in place.
3.5.2	Based on best practice in the delivery of formal public consultations, and the Senior Management Board taking a review of the overarching change timeline that was associated with the SDMP, Unwanted Fire Alarm Signal (UFAS) Project and the Scottish Fire and Rescue Service (SFRS) Future Vision Strategy, a Change Requests is being put forward for the Framework and Dossiers to reflect the timeline.
3.5.3	**Emergency Services Network –** Showing Red for costs and Amber for time**.** Funding issue still to be resolved, discussions between SFRS and Scottish Government (SG) and SG Programme still ongoing. Time: A Change Request being put forward for change to time and Dossier updated to reflect changes.
3.5.4	**Safe and Well** – A Change Request is being put forward for Scope, Time, Resources and Costs.
3.5.5	**RVDS** – showing Amber for time. A full review of the project and dossier is under review and will be reviewed by the RVDS Forum in end of July prior to being put forward for approval.
3.5.6	**People, Training, Finance and Assets Systems Programme -** showing Amber for time and skills & resources. A Change Request to reflect new milestones and dates will be put forward for approval once engagement with suppliers is complete.
3.5.7	**West ARC** – showing Amber for time – awaiting cost certainty before moving to green
4	**Recommendation**
4.1	The Committee 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 now moving forward.
5.5 5.5.1	**Health & Safety** There are no direct Health & Safety implications associated with this report. Individual projects will communicate on regular bases as required.

5.6 5.6.1	**Training** There are no direct Training implications associated with this report. Individual projects will communicate on regular bases as required.
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 5.11.1	**Information Governance** DPIA completed No. Each project will be assessed as part of the project management process.
5.12 5.12.1	**Equalities** EIA completed No. Each project will be assessed as part of the project management process.
5.13 5.13.1	**Service Delivery** Each project's impact is monitored at individual project level.
6	**Core Brief**
6.1	Not Applicable
5	**Appendices/Further Reading**
5.1	Appendix A – Project Dashboard
5.2	Appendix B – Emergency Services Network Change Request and Dossier
5.3	Appendix C – Service Delivery Model Programme Change Request and Framework
5.4	Appendix D – CRIM/SAR/DWDS Change Request and Dossiers
5.5	Appendix E – Safe & Well Change Request and Dossier

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

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

Governance Route for Report	**Meeting Date**	**Comment**
Change Committee	*5 August 2021*	*For Scrutiny*

**CHANGE PORTFOLIO
MONTHLY UPDATE REPORT**

SCOTTISH FIRE AND RESCUE SERVICE

RAG Status Key

	on track
	slippage but within tolerance
	slippage outwit tolerance

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	Jul-23		✗	✓	✓				

Project Update:	CRIM base model general and technical reports approved by SLT, 28th April 2021. Academic validation process yet to be concluded with University of Edinburgh, now scheduled to be completed July 2021. Planning and development of CRIM 2, including built and natural environment risk variables, is ongoing. ACORN geodemographic dataset 2021-22 recently purchased and will be uploaded to refresh the CRIM. Process to secure 2nd academic validation has commenced with letters seeking interest sent to 19 UK accredited Universities.
Pathway to Green/Next Steps:	Complete pan Scotland Risk metric, upload base risk map onto ArcGIS online and confirm stability for end user and decision making Conclude 1st academic validation process with University of Edinburgh. (July) Confirm ability to run risk metric independently, this includes finalising computing capacity via Amazon Web Services.(Sept) Identification and agreement of built and natural environment risk variables for CRIM 2. (Jan 22) Appointment of Public Involvement and Engagement Team (tbc)
Next Significant Milestone Forecast:	Run CRIM risk metric independently. **Sep-21** Development of CRIM 2 **Jan-22**

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	Jul-23		✓	✓	✓				

Project Update:	• 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 • Using a representative sample of geographical Case Studies, consider a variety of potential duty system change scenarios. •The predicted Operational Demand changes which are likely to result from the proposed UFAS Project options are being analysed. • An Operational Assurance Demand report is being prepared which explains the observed Non-Operational Demand across different station types. • Processes are being refined for applying the SDMP Criteria for Change in an effective, robust and consistent manner when identifying risk and demand based duty system changes. • Collaboration is continuing with the RVDS Strategy Project to ensure alignment of interdependencies. • The NFCC Community Risk Programme of projects is being supported and monitored to identify learning and potential opportunities for SFRS.
Pathway to Green/Next Steps:	• Refine and confirm the benchmarking processes which will be used to evidence the imbalances between duty system provision and operational risk and demand. (Aug 2021) • Refine and confirm the optimisation processes which will be used to identify the duty system requirements required to deliver against the predicted risk and demand. (Aug 2021) • Develop, model and analyse a prioritised list of duty system change scenarios based on addressing community risk and demand. (Jan 2022) • Develop "outline" business cases and impact assessments for viable risk and demand based duty system Change Options aligned to the SDMP Criteria for Change. (Mar 2022) • Provide an "Outline List of Demand Based Duty System Change Options", which SFRS should consider, based on response modelling and internal consideration of the SDMP Criteria for Change - March 2022
Next Significant Milestone Forecast:	Outline Demand Based Duty System Change Options **Mar-22** Revised List of Demand Based Duty System change options. **Aug-22**

SCOTTISH FIRE AND RESCUE SERVICE

CHANGE PORTFOLIO
MONTHLY UPDATE REPORT

RAG Status Key

	on track
	slippage but within tolerance
	slippage outwit tolerance

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	Jul-23	✘	✔	✔				

Project Update:	• The "Review of SDMP Criteria for Change" has been approved by SLT and SMB and SLT for ratification. • Operational modelling consultants, ORH, have conducted investigative resource optimisation at SDA, local authority and localised scales aligned to CRIM1 data zone weightings and the Operational Response Benchmarks. • Processes are being refined for applying the SDMP Criteria for Change in an effective, robust and consistent manner when identifying risk based Change Options for the distribution of stations and appliances. • Collaboration is continuing with the SFRS Operational Strategy Review to ensure alignment of interdependencies and support priority outcomes associated with relevant Concepts of Operations. • The NFCC Community Risk Programme of projects continues to be supported and monitored to identify alignments and potential learning opportunities for SFRS.
Pathway to Green/Next Steps:	• Using a representative sample of geographical Case Studies, consider a variety of potential duty system change scenarios • Refine and confirm the benchmarking processes which will be used to evidence the imbalances between station and pumping appliance provision and operational risk. (Aug 2021) • Refine and confirm the optimisation processes which will be used to identify the station and appliance requirements required to deliver against the predicted risk. (Aug 2021) • Develop, model and analyse a prioritised list of station and appliance change scenarios based on addressing community risk. (Jan 2022) • Develop "outline" business cases and impact assessments for viable risk based station and appliance Change Options aligned to the SDMP Criteria for Change. (Mar 2022)

Next Significant Milestone Forecast:	Outline List of Risk-Based Station and Appliance Change Options	Mar-22	Revised List of risk based Station and Appliance change options.	Aug-22			

SCOTTISH FIRE AND RESCUE SERVICE

**CHANGE PORTFOLIO
MONTHLY UPDATE REPORT**

RAG Status Key

	on track
	slippage but within tolerance
	slippage outwit tolerance

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	Paul McGovern	Jun-19	Mar-24	✓	✓	✓				

Project Update:	• Market research is underway with the first supplier engagement event held on the 21st April. • A contract Project Manager has been assigned and starts on the 14th June on a contract running until the end of March 2022. • Business Analysis underway - process catalogue being created. Major theme is that the majority of our processes are standard with a few areas that differentiate us, in particular our user base • Business Case development - the Programme Board has agreed that we will follow the HM Treasury 5 Case Model, key options to be appraised and strategic context discussed with Board • Requirements documentation - required by end of September. Critical path identified from this to development of Commodity Strategy. • Departmental resources - individuals being identified to work on the programme from within Directorates; two POD Admin Assistants and Finance Business Partner so far released from total of approximately 20 posts. • Programme Team - Senior Business Analyst (fixed term) started, Project Manager (contract) started, Programme Officer (fixed term) appointed. • Rostering - Programme Board has approved hiring of contract Business Analyst to begin high level analysis for rostering tranche of Programme.
Pathway to Green/Next Steps:	• Continue with recruitment process for fixed terms posts to work on the Programme to change 'Skills & Resource' from Amber to Green • Ensure that departments recognise the importance of releasing key people for this discovery phase and that resources who have been identified are actually released at an agreed time - Aug 21 • Onboard the recently appointed core programme team resources to get them up to speed with the Programme and continue to fill other posts that are to be filled from Capital budget - Sep 21 • Submit a change request that reflects the new milestones and dates outlined in the high level programme plan once engagement with suppliers is complete - Aug 21 • Submit Strategic Outline Business Case to Programme Board (stage one of 5 Case Model) - Aug 21

Next Significant Milestone Forecast:	Engage with customer reference sites	Aug-21	Complete first draft of strategic outline Business Case	Aug-21	Complete Statement of Requirements	Sep-21		

SCOTTISH FIRE AND RESCUE SERVICE

CHANGE PORTFOLIO
MONTHLY UPDATE REPORT

RAG Status Key

🟩	on track
🟨	slippage but within tolerance
🟥	slippage outwit tolerance

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 RVDS Support Team Terms of Reference and Operating Plan have been presented to the NRVLF and Operations FMT and are approved. • Engagement sessions and links made with other directorate teams and departments to ensure all ongoing work that impacts RVDS is specifically considered and team provide RVDS SME support. EG LCMS induction packages for future RV Support WC, RVDS attraction and recruitment document review, UFAS Consultation. • Workshop with SDMP team and RVDS project team held with a further follow up planned. Resulting in a greater understanding and a review of the dependencies and interdependencies. Regular meetings scheduled between both project managers so impacts and risks can be identified, reviewed and reported as necessary. • RVDS Pre Employment Engagement Programme (PEEP) – trials and pilots underway with plans in place for Phase 2 to include virtual H&W PARQ, exploring 3rd party assistance options, potential candidates undertaking "own pace" practice elements of PST assessments on stations. Monthly summary updates being presented to NRVLF. • Drafting refresh of project dossier documents, draft RVDS strategy and framework with associated supporting documentation. • Wider stakeholder engagement and feedback underway regarding re-written RVDS attraction and recruitment documents/resources. Worked scheduled with media & comms to complete, look, feel and language alongside HROD and Support Team • Support for directorate teams and departments to ensure all ongoing work that impacts RVDS is specifically considered and team provide RVDS SME input. Examples include UFAS Consultation, Clinical Governance, HROD recruitment project, Service improvement RVDS recruitment process mapping.
Pathway to Green/Next Steps:	• Approval of the Terms of Reference and Operating Plan for the RVDS Support Team via NRVLF/Operations Directorate • Progressing recommendations and workstreams identified via NRVLF - supporting and coordinating the work of Pre Employment Engagement Programme via the local solutions task and finish group. - August 21 • Present draft RVDS strategy and refreshed project dossier to NRVLF for agreement and decisions on priority workstreams. Escalation to SMB and Change Committee as necessary – August 21 • Continued engagement sessions with SDA RVDS local forums, groups and stations.- Ongoing as part of engagement plan • Continue to provide SME support to HROD and Service Improvement to identify and make improvements to recruitment processes – September 21

Next Significant Milestone Forecast:	The refresh of the project dossier documents and draft strategy & framework to be presented to NRVLF for agreement and decision on defined priority workstreams for project. Escalation to SMB and Change Committee as necessary will impact on reaching the Sept 2021 milestone for Phase 2 of the project	🟥 Oct-21				

CHANGE PORTFOLIO
MONTHLY UPDATE REPORT

SCOTTISH FIRE AND RESCUE SERVICE

RAG Status Key

🟩	on track
🟧	slippage but within tolerance
🟥	slippage outwit tolerance

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	TBC	✗	✓	✓	🟧	🟩	🟧	🟧

Project Update:	Delivery to Time measure is moved from red to Amber to reflect the adoption of the updated timeline but isn't moved to green to reflect the incredibly tight timeline challenges associated with completing testing and the implementation of Airwave. 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. Quality remains amber, the functionality and stability continues to be monitored through each of the iterative software releases, the next is due in the second week of July 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 risk, 3.4. Skills and resources remains at amber consistent with the SMB guidance regarding the impact of Systel resources on this project.
Pathway to Green/Next Steps:	Time - the delivery of all aspects of Systel's rectification plan. It is possible that the outcome of the Gate review will be a move to red rating for time. Quality - 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 and ratified by SFRS, it is yet to be fully implemented by Systel. Skills and resources - delivery of all aspects of the rectification plan, as instructed to Systel on 11th March 2021. Although this has now been received in draft format and ratified by SFRS, it is yet to be fully implemented by Systel.
Next Significant Milestone Forecast:	User Acceptance testing of CCMS completed by Systel and signed-off by SFRS. Sep-21

SCOTTISH FIRE AND RESCUE SERVICE

**CHANGE PORTFOLIO
MONTHLY UPDATE REPORT**

RAG Status Key

	on track
	slippage but within tolerance
	slippage outwit tolerance

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 Mosley	May-19	Dec-26	✓	✓	✓		Unknown		

| Project Update: | Full Business case (P50), book of assumptions and finance figures have been reviewed by SFRS Finance and ESMC Project Team, also being reviewed by other Scottish Services and Scottish Government. Letter of response from SFRS SRO to SG SRO sent covering the 5 key questions, presented to June PB and July SLT. 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.. Detailed review of device numbers and associated finance took place with Scottish Government no adverse issues found or reported.

Approval given for TSA/Operations post to develop SFRS Training package and Policies & Procedures work. Training and Operations Station Commander post filled and commences 28 June 2021

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 significant change is under way in this area with all three national services going their separate way, Project Board briefed on this issue, funding available for a SFRS Operational Assurance post linking in with the other 2 Scottish services as well as the national fire structure (NFCC). Project Board approved this proposed way forward, finance still to be ratified however in preparation for this the Job Description is under development.

DNSP installation at SFRS data centres at Johnstone and Saughton House progressing well, Dual Power supply issue under resolution, Purchase Orders for hardware cleared work now being progressed by Vodafone.

Technical On Boarding leading to Code of Connection continues. Several technical architecture meetings have taken place with programme technical leads. |

| Pathway to Green/Next Steps: | Securing funding from the Scottish Government will be a clear path to recruit resources and purchase assets. Meetings with the SG Finance took place, still no assurance regarding funding, being managed as in year pressure by Sponsor body. Estimated August 21.
Change Request and Dossier update for change to time, presented and approved by SMB in June |

| Next Significant Milestone: | DNSP Data Lines at Johnstone and Saughton House | Jun-21 | Operational Evaluation complete | Jun-23 | | Transition commences | June-24 | | | | |

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	Oct-21	✗	✓	✓				

| Project Update: | Time – no change
Cost - a change request is being submitted to cover the current situation with regards to costs and a verbal update will be given
Quality – no change
Skills & resources – no change |

| 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 Forecast: | Awaiting tenders for Museum of Fire | Sep-21 | | | | | | | | | |

**CHANGE PORTFOLIO
MONTHLY UPDATE REPORT**

RAG Status Key

	on track
	slippage but within tolerance
	slippage outwit tolerance

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:	Awaiting cost certainty before project progresses for Time - The current programme for the West ARC identifies occupation / use of the new facility in December 2022. The Stage 3 report has now been received and is currently under review. The project board agreed to move the status to amber whilst they consider the details of the report and the potential extension of the timeline to February 2023
Pathway to Green/Next Steps:	SFRS approval, if given, for Stage 3 proposals, 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 Forecast:	Gateway Review 3 Investment Decision	Sep-21	Construction work	Dec-21				

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:** | Disclosure Scotland has informed SFRS that as of the 30th June they intend to discontinue the use of the Word applications in favour of a Portal based system. Under this alternative process, registered Counter signatories are required to complete an individual on-line request for each employee, and ask that DS forward that employee an invitation to access this portal and complete an on-line application form. This will require the Project Team and the Corporate Admin Team to develop new processes to ensure that all employees who have not been awarded PVG membership submit an application prior to the Project end date of the 30th September 2021. These processes will have to take into account the challenge of synchronising the issue of the Portal Access by DS with the attendances of the respective employees, and in particular RVDS employees.

The increase in application throughput has continued to accelerate and validation of project records is currently near completion. Of 6,279 employees within the Firefighter to Station Manager employee group, only 50 employees have still to be awarded PVG Scheme membership (consideration to be given to leaves of absence etc). Good progress is being made with the Group Commander to Head of Function (Operational) applications, completion is expected by the end of July.

The final element of the PVG project is the completion of a register of support staff posts whose responsibilities will require either PVG scheme membership or a Standard Disclosure pre-employment check. To ensure that a comprehensive and balanced approach to both PVG and Standard Disclosures is applied consistently, a draft guidance note has been developed which lays out corporate standards to be applied when considering whether such checks are required, how to asses and record the consideration given to information provided. This Guidance will be submitted for scrutiny by the People Board. This will support recruitment linked requirements and processes. |
|---|---|
| **Pathway to Green/Next Steps:** | As is demonstrated above, the PVG project is now in its terminal stage, with all objectives nearing completion. This being the case, it is considered that a Project Closure Report will be submitted to the August SMB. |

Next Significant Milestone Forecast:	Submit a Project Closure report to SMB for approval	Aug-21						

CHANGE PORTFOLIO
MONTHLY UPDATE REPORT

RAG Status Key

🟩	on track
🟧	slippage but within tolerance
🟥	slippage outwit tolerance

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	Apr-22	✓	✓	✓	🟩	🟩	🟧	🟩

Project Update:	An options paper was presented to the Safe and Well Project Board (SWPB) on 26 April 2021 detailing options for consideration regarding the projects progression. The Project Board identified a preferred option and agreed a paper would be submitted to the May Senior Management Board (SMB) for consideration, direction and endorsement as appropriate. As a result of the direction provided at the May SMB, an updated project dossier, change request and pilot framework, reflecting the approval of a pilot, was submitted to the Safe & Well (S&W) Project Board on the 14 July 2021 for consideration and approval. Due to timescales these documents were also presented to SMB for scrutiny and approval on the 14 July 2021. Progress continues to be made in key areas of the project in particular with the system user requirements and training modules which accompany S&W. A pilot subgroup has met and key requirements to facilitate a pilot have been agreed. Work is also underway with the assistance of the Service Development team to develop the monitoring and evaluation aspects required for the pilot which will support quality assurance of the S&W process. A paper on the design and branding (name) of the S&W project was presented at the July S&W Project Board meeting. The project RAG status reflects the milestones of the proposed updated dossier, with Time returning to green with the anticipated extension to timescale and Quality remaining at amber due to time constraints to complete key requirements prior to the commencement of the pilot.
Pathway to Green/Next Steps:	A paper was submitted to the SMB seeking endorsement of the recommended option by the SWPB to maintain the projects progress and alignment with the Services strategic priorities. With approval in place a change request with an amended project dossier of revised milestones was endorsed at the July SMB. A specific pilot action plan has now been implemented to capture progress on the key high-level requirements essential to enable the pilot to commence, a robust meeting schedule will support the action plan to monitor progress of these actions (July 21).

Next Significant Milestone Forecast:	Appraisal paper - S&W Design & Branding	Jul-21 🟩	S&W staff training package complete	Aug-21 🟩	Full ICT system User Acceptance Testing (UAT)	Aug-21 🟩

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 Forecast:	

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

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT CHANGE REQUEST

Programme Number:

Agenda Item:

Project Name:	**EMERGENCY SERVICES NETWORK IMPLEMENTATION (ESMCP)**
Change Category:	**SCHEDULE**
Change Number:	**001**
Request Date:	**18 MAY 2021**
Project Manager:	**ANDREW MOSLEY**
Executive Lead:	**HEAD OF ICT - SANDRA FOX**

1	Justification
1.1	The Emergency Services Mobile Communications Programme has undergone a full Business Case review. As a result of this the Programme transition dates (based on a P50 position) has moved to commencing transition in Q2 2024 finishing in Q2 2026 with an Airwave closedown date 6 months post transition of Q4 2026. The knock-on effect is that Scottish Fire and Rescue transition to ESN will be delayed.

2	Description of Change
2.1	Scottish Fire and Rescue Service as part of the three Scottish Services (3ESS) will transition from Airwave to the Emergency Service Network (ESN) over an 18-month period between Q2 2024 and Q2 2026. This transition cannot commence until the Programme has declared a 'ready state' and the chief fire officer has signed the Service Acceptance Criteria as part of the Scottish Emergency Services community via the sponsor, Scottish Government. The date within this window that SFRS will transition is still to be confirmed as there are other factors such as Scottish rural network build (Extended Area Services – EAS) completion and testing as well as Systel Control Room ESN system integration that need to take place prior to transition.

3	Reason for Change
3.1	SFRS will commence transition in an 18-month window after Q2 2024 based upon the Control Room and Network readiness and only once the service has signed the service acceptance criteria with the Programme via the Scottish Government. This change outlines the change in the dates of this transition from Commencement in Q3 2022 to Q2 2024 completing in Q3 2025 compared to Q4 Q023. Airwave shutdown has moved from Q4 2024 TO Q4 2026 (with a 6 month period in place post transition).

4	Impact Assessment	
4.1	**Impact on Scope**	
4.1.1	The Project will take longer to deliver into Business as Usual however the scope of the project will not change.	
4.2	**Impact on Risk**	
4.2.1	Regular review of the projects risk register takes place at each Project Board, the impact of this change is positive in many risks due to the proximity to transition changing. The increased time allowed to develop interfaces including Systel Command and Control systems and have them live for a period of time within the Operations Control Rooms is a positive step. The service has maintained a small core Project Team, this has mitigated any staffing risk and associated finance this delay could have created or increased.	

4.3	Impact on Time
4.3.1	The approval of this request is to push out the project by 21 months to allow the Programme time to get the associated applications (Kodiak) and the network in a state of readiness to transition.
4.4	**Impact on Resources**
4.4.1	There are no additional resource requirements identified because of these changes, the Project Board has already deferred the recruitment of some resources linked to the initial Transition timeline.
4.5	**Other**
4.5.1	Not Applicable
5	**Options Appraisal**
5.1	**Long and Short Lists of Options**
5.1.1	Not Applicable
5.2	**Detailed Options Appraisal**
5.2.1	Not Applicable
5.3	**Preferred Option**
5.3.1	Not Applicable
6	**Appendices/Further Reading**
6.1	Updated Project Dossier Updated Timeline will follow once a detailed level 3 timeline has been released by the Programme that has been approved by the Scottish Government

Prepared by:	Andrew Mosley, Project Manager
Sponsored by:	Sandra Fox, Head of ICT, SFRS Strategic ESMCP Lead
Presented by:	Sandra Fox, Head of ICT, SFRS Strategic ESMCP Lead

Links to Strategy
SFRS Strategic Plan 2019-22 Objective 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology. Objective 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements. Objective 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

Change Request History	Meeting Date	Comment
None		
Governance Route for Report	**Meeting Date**	**Comment**
ESMCP Project Board	18 May 2021	Approved
Senior Management Board	16 Jun 2021	Approved
Change Committee	5 Aug 2021	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT DOSSIER

Programme Number:

Agenda Item:

Project Name:	**EMERGENCY SERVICES MOBILE COMMUNICATIONS**
Project Start Date:	**AUGUST 2020**
Project Finish Date:	**JUNE 2026**
Project Manager:	**ANDREW MOSLEY**
Executive Lead:	**SANDRA FOX**
Version:	**0.4**
Reason for Revision:	**CHANGE OF TRANSITION (DELIVERY) DATE**

1	Business Need
1.1	The current Airwave communications system has been in operational use since 2003, the system is reaching end of life with key network components having an increased risk of failure with no replacement components available. Airwave is now lacking the technical capability to deliver the functionality required for modern Emergency Services Critical Communications.
1.2	In 2013 a decision was made by the Westminster Government to move away from a single supplier of the UK Critical Emergency Services Communications system, this was ratified when the Emergency Services Mobile Communications Programme ESMCP was instigated.
1.3	The Emergency Services Mobile Communications Programme will oversee the build of the Emergency Services Network by both EE and the Home Office, it will also oversee and support the integration of the devices and systems with existing service Command and Control and back office systems.
1.4	The Emergency Services Network (ESN) coverage is based on Major and Minor Roads and will be subject to Testing (drive testing) before executive sign off from the three Scottish Services to the sponsor the Scottish Government.
1.5	Extensive training materials are under development by the Programme that will utilise existing e-learning platforms such as the Learning Content Management System (LCMS) as well as face to face delivery.
1.6	The Programme will oversee the commercial structures through Crown Commercial Services for contracts for the following devices • **Hand Held Device** – Replacing the Current Motorola SAN C, a Samsung XCover Fieldpro Ruggedised smartphone. • **Fixed Vehicle Device** (FVD)- Current SAN A in Tenders and larger fleet. • **Station End mobilisation equipment** - this is an EE enabled modem linked to the Multitone Firecoder linking the Control Rooms to the stations via a critical bearer for critical mobilisation. • **Handheld in Cradle (HHIC)** – There are a small number of these currently in service vehicles, given the ESN device is regarded as a telephone there is a

	requirement under Road Traffic Law and Health and Safety legislation to have the device secured and capable of handsfree operation.
	• **Coverage Extender** – This is a unit supplied by EE. There may be locations that the service attends incidents where the handheld coverage is not sufficient, to mitigate against this a small number of Coverage Extenders will be fitted to Incident command vehicles in order to extend the coverage of ESN Handheld devices.
	• **Control Room Desktop Devices** – To replace the current Airwave desktop radios for control room business continuity in the event of the loss of the ICCS.
1.7	The Programme working with Motorola are responsible for the creation of a Push to Talk Application capable of being used on a smartphone device (Kodiak). This is well underway in development and is currently at version 10, it is anticipated that it will be at Version 11 or 12 at point of delivery. This is an open standards product used across the world particularly in the United States of America.

2	**Specific Project Objectives**
2.1	There are three Phases to the SFRS ESMCP Project these being • Short Term (Planning) • Medium Term (Transition) • Long Term (In Life)
2.2	**Short Term (Planning)** • To ensure that the ESN product is fit for purpose from a Coverage, Resilience, Device, Software Application, Control Room integration, Security and Operational Use perspective, all ensuring that the SFRS Executive are assured to sign off ESN as fit for operational use with the Programme Sponsor the Scottish Government. • To maintain strong links with the Home Office, Programme, Scottish Government and the other Scottish Emergency Services as the programme moves towards transition. • To create a transition plan ensuring all elements are planned for including Training, Fleet, Finance, Operations and Policies & Procedures. • Create an associated resourcing plan to support transition covering Planning, Transition and In-life requirements. • Ensure that the commercial purchase of devices and services relating to ESN provide the best operational value for the service. These will be on Crown Commercial Services and via other Procurement Routes. • Work alongside the CCF Project the ESN Project to ensure that Systel deliver a fully integrated 'ESN ready' Command and Control and ICCS product post CCF go live. To support the systems integration, testing and transition from Airwave to ESN using the new command and control system. • Ensuring that the Project is working in tandem with other key SFRS infrastructure programmes such as the Command and Control Futures and the In Vehicle Systems Projects.

- Liaise with The Service Delivery Model Programme relative to any planned changes Station and vehicle footprints.

- Reviewing the availability of key applications that can be presented on the devices in line with SFRS Applications Team reviewing Policies & Procedures and Operational need.

- Review all SFRS Policies & Procedures, Working Practices and Training documents to ensure that they are reviewed and updated as required to make them ESN compliant.

2.3

Medium Term (Transition)

To oversee the transition from Airwave to ESN over a critical 18-month period for the service currently planned for Q2 2024 to Q2 2026, ensuring that the logistical support and planning is in place initially and ongoing over this period to ensure delivery with minimal interruption to the SFRS Operational response.

This will involve
- Upgrading station end mobilisation equipment to ensure its ESN ready, stable and security compliant.
- The purchase and programming of all ESN devices (insertion of SIM cards, registering of SIMs/Devices, installation of fleetmap and user profiles).
- Support the recruitment of external Vehicle Fitters or Employment of additional SFRS Vehicle Fitting staff.
- Removal of Airwave Devices and refitting all Response vehicles with Fixed ESN Vehicle Devices.
- Fitting Handheld in Cradle devices for all Flexi Duty Manager vehicles.
- Programming, Asset Management and Issue of handheld devices to Flexi Duty Managers.
- Installing Coverage Extender devices to Incident Support Vehicles.
- Installing Desk Top radios to the three Operational Control Rooms.
- Ensuring that all in life Service Management processes are properly resourced ensuring they are fit for purpose and training delivered to key personnel.
- Ensure that ESN Train-the-Trainer training is delivered to training staff and thereafter to designated LSO training staff to support transition and in life.
- Train the Wholetime, Retained and Volunteer workforce in the use of ESN.
- Train the Flexi Duty Management cadre in the use of the handheld and Handheld in Cradle devices.
- Train the Operational Control Room staff in the use of ESN including the Interworking solution.
- Train the System Administration staff including Operational Control Supervisors in the use of the Self Service Portal SSI (purchasing, billing, system configuration, device configuration, Fleetmapping).
- Ensure the smooth transition from ESN to Airwave without Operational Impact on Service Delivery.

2.4

Long Term (in life)

- To ensure that ESN is fit for purpose, fully delivered and stable prior to the Airwave system being switched off.

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

4.8	**Transition Timescale** The current transition Timeline indicates that SFRS will transition from Airwave to ESN along with the Scottish Ambulance Service and Police Scotland commencing in Q2 2024, this will run through until Q2 2026. The timeline has been subject to change on several occasions in the past. The Programme is currently undergoing a strategic review of the Full Business Case and Transition timescales associated to this.
4.9	**Training** The identification or recruitment of 20 train the trainers is required, these trainers will train members of staff within each of the LSO areas and Headquarters business areas requiring same. The delivery method at LSO will vary depending on the geography and availability of members of the LSO training team, the Full Time Rural Watch Manager posts have been suggested as a delivery mechanism in rural LSOs during consultation.
4.10	**Planning Assumptions** The current SFRS Transition Plan is based upon a vehicle fit taking 12 hours and the training for a Fixed Vehicle Device taking one day (6 ½ hours contact time). Other elements of training (Handheld device, Control Room) are currently unknown,
4.11	**Finance** The finance for the Project (Core and Non-Core) will be provided by the Sponsor the Scottish Government. Without Scottish Government finance this Project is not affordable to the service. There will be increased in life costs to support the administration of the new system with increased mast infrastructure requiring additional change request management, the increased change over of devices due to them having a shorter service life and the absence of a managed service option (at time of writing this report).
4.12	**Logistics/Resources/Operational Planning** It is envisaged that the current Project team will grow incrementally over the life of the project, there are 6 month blocks of resource requirements indicated in the resourcing plan.
4.13	**Vehicle Fleet** There will be a requirement to retain capital receipts for vehicles for the period of the transition from Airwave to ESN in order to free up spare vehicle capacity to support the vehicle fitting. There will be a requirement to either recruit additional Vehicle Fitters to the service or contract out to a vehicle fitting company.
4.14	**Service Delivery** In order to meet the requirements of the Transition Timeline all three Service Delivery Areas will transition simultaneously one LSO at a time in each area. Planning will be in place to minimise the number of times resources attending incidents are using the two technology platforms, in these instances the Interworking Solution using Transition talkgroups will be used, the use of these talkgroups will be managed by the Operational Control Rooms on the ICCS, this will need to be tested and live in all three OCs and some Operational Trails take place before transition can commence.
4.15	**Command and Control Futures Project** The CCF project will have completed its work with all three Operational Control Rooms live on the Systel system. The Systel system will be made 'ESN Ready' in November 2021 ahead of any service pilots and transition. Operational Validation and Evaluation (Test, Trials and Pilots) will take place involving all three Scottish Services (3ESS) as well as the National Fire Service via the NFCC

		leads. SFRS will participate in these exercises where resources permit, full reporting in relation to test and trail outcomes will be presented to the Project Board for approval.
5	**Exclusions**	
5.1	The decommissioning of the Airwave system and secure disposal of associated assets will not form part of this Project however close liaison with the Airwave In life team will be maintained throughout.	
5.2	The decommissioning of the Airwave Station End equipment will fall to the ICT Business as Usual team who will remove this redundant equipment post Airwave Close Down.	
5.3	The back office integration of ESN into the Command and Control System as well as other systems such as bulk voice recorders etc. will fall upon Systel CCF and ICT staff.	
6	**Requirements**	
6.1	The full Technical, procedural and legal requirements as well as ESN Business Practices and associated processes will be developed by the Project Team before transition and further developed before hand over to business as usual.	
7	**Outputs**	
7.1	- ESMCP Project Brief - ESMCP Project Dossier - ESMCP Project Board Terms of Reference (ToR) - ESMCP Highlight reports - ESMCP Risk Assessment linked to Strategic Risk Register - ESMCP Training Strategy - ESMCP Transition Plan - ESMCP Communications Strategy - ESMCP Debriefing Strategy and - ESMCP Closing Report and In life recommendations	
8	**Milestones**	
8.1		

Milestone	Anticipated Delivery Date
CCF ESN Ready	Q4 2021
Commence Transition to ESN	Q2 2024
Complete Transition to ESN	Q2 2026
National Airwave Switch off	Q4 2026

9	**Dependencies**	
9.1	The ESMCP in SFRS is central and key to all operational activity, as a result it has a list of dependencies through transition and into in life. These are the current known dependencies.	
9.2	**Finance** – oversee the financial requirements and make application to the sponsor (the Scottish Government for Core and non-Core funding).	
9.3	**Procurement** – To oversee and advise on the processes and routes to market via the established contract Frameworks (Crown Commercial Services). To support the possible contracting of a Vehicle Device fitting company, to assist in the preparation and review the contracts associated to this and advise the Project lead. The purchase of a Managed Service for ESN.	

9.4	**Fleet** – To oversee the requirements of the Service Vehicle Fleet for devices, to support the planning and implementation of transition of ESN. To form a key central role in the coordination of vehicle movements and workshop bay availability. To oversee either the recruitment of Vehicle Device fitters or support the commercial business case development for the contracting of external fitting companies. To advise on fleet retention and the integration of ESN into existing service planning. Support the Central National ESN Transition Coordination Unit.
9.5	**ICT** – To arrange and oversee the IT Health Check ahead of the ESN Code of Connection being created and approved. The support of the asset management, programming and issue of ESN devices and associated SIM cards, to support the internal Service Management of the new system, to support liaison with the Programme and the Motorola Service Desk using the Self Service Portal, phone and e-mail relative to device and network fault reporting and resolution. Support the installation of applications on to the devices ensuring security requirements are met. To integrate the DNSP and Firewall connectivity to ESN into the service ICT infrastructure. Support the Central National ESN Transition Coordination Unit.
9.6	**Training** - The review of Programme Training Needs Analysis documentation, the review of Programme Training Materials, the adaptation of core training materials to create the SFRS training packages, the upload of the training package to the LCMS system, the coordination of the nominated LSO Train the Trainers, working with the Project Manager arranging the Train the Trainer training course. Support the Central National ESN Transition Coordination Unit.
9.7	**Response and Resilience/Policy and Procedures-** To advise on all aspects of policy changes required to ensure that ESN is fully understood and adopted into operational use within SFRS.
9.8	**Operational Control** – The review of the Interworking solution relative to working between the ESN and Airwave systems, support the testing of ESN using the Systel Command and Control and ICCS system to ensure it is fit for transition. Management of the Interworking solution based on resources attending incidents using both technologies. Support the central National ESN Transition Coordination Unit.
9.9	**In Vehicle Devices Project** – to consider the vehicle Fixed Vehicle Device and the new networked capabilities ensuring that the service gets the best possible in vehicle operational solution taking account of power and space.
9.10	**Command and Control Futures Project (CCF)** – There is a requirement that the new Command and Control System is delivered and thereafter made ESN Ready ahead of any ability to transition from Airwave to ESN.
9.11	**Legal**- to overview all legal aspects of the Project.
9.12	**Health and Safety** – Advice and support relative to any vehicle borne devices including the handsfree solution for the handheld devices.
10	**Stakeholders**
10.1	The following list includes key internal stakeholders: The SFRS Board; SLT; Service Development Directorate, as strategic lead; P&P Directorate;

	Training Safety and Assurance People and Organisational Development (POD); Strategic, Planning, Performance and Communications (SPPC) Directorate; Finance and Contractual Services (FCS); Service Delivery and Local Senior Officer (LSO) Areas; and All SFRS personnel.
10.2	The following list includes key external stakeholders: Scottish Government (SG) Project Sponsor; The Programme and its Partners (Deloitte) The Home Office and Treasury EE Motorola Device vendors (Handheld and Vehicle) Police Scotland; Scottish Ambulance Service (SAS); British Transport Police (BTP); HM Coastguard; Non Blue Light Community.
11	**Consultation and Engagements**
11.1	Engagement with Service at LSO level has taken place relative to the Outline of the Project and the issues relative to Transition for each Service Delivery LSO area and Business area. Further Communications between the Project and the LSOs will take place using the identified Single Points of Contact.
11.2	Internal Consultation has taken place with key directorates involved, this will be ongoing via the Project Board and separate briefings as required.
11.3	Project Liaison between CCF and ESMCP is in place, along with the In Vehicle Devices Project.
12	**Communications**
12.1	In partnership with the SFRS Corporate Communications function an ESMCP Communication Strategy will be developed.
12.2	Effective communication with stakeholders (internal and external) will be achieved utilising various appropriate forms of communication relevant to the requirements of the situation.
12.3	It is essential that the project is supported by the SFRS Corporate Communications function. Their knowledge and experience will be invaluable in ensuring that information is shared appropriately within and out with the SFRS. attention.
12.4	Communications will be directed to the Project Board who will decide when the organisation is informed of key developments and timescales
12.5	The Project will establish an ESMCP area on the SFRS internet website which will signpost external partners and stakeholders to key Project updates.
13	**Legal**
13.1	Legal advice and support will be sought covering all aspects of this significant change.

14	Business Case			
14.1	**Submission date:**			
	Approval date:			
	Approved by:			
	Comments:			
15	**Risks**			
15.1	**Risk**	**Probability**	**Impact of Event**	**Mitigation to Date**
	Finance – The Scottish Government as Sponsor does not release sufficient funds for the service to plan and transition on to ESN within the timescales.	3	5	Ongoing dialogue at Strategic level with the Scottish Government SRO. SFRS Executive members aware of the funding issues.
	The timescales for delivery of the Programme have a direct impact upon SFRS ability to plan transition from Airwave. The identification of key resources is governed by timelines as well as the impact upon planned training and operational activities. Ongoing delays to the Programme have a negative impact upon the services ability to plan and secure finance. There are other elements linked to the Airwave assets that may require replacement in the event of further delays. The service has a clear technical and business need to transition to this new technology.	3	5	SFRS Planning team as part of the 3ESS continues to pressure the Programme Leadership for timescales for transition. The SFRS Project Team are working on the detailed planning required for transition.
	Coverage – ESN In Building coverage isn't as strong as Airwave given the different transmission frequencies used by the technology (800MHz+ - Airwave is 400 MHz). This impacts upon the ability to penetrate certain building types, the operational impact of this is mitigated somewhat for SFRS given the service is not replacing the Fireground radio system. The shorter transmission distance of ESN masts infrastructure also creates an issue relative to the number of masts required by	4	4	Ongoing drive testing and in building coverage checking of Critical Operational locations.

	EE to deliver the Coverage solution, this could impact upon the service in two ways, • an increase in the number of requests associated to planned engineering works as well as unplanned outages. • resilience of the network, with finite resources not all masts will have back up generation available to them, so there may be coverage outages as a result of masts losing power.			
16	**Acceptance Criteria**			
16.1	The ESMCP Project Board will oversee the Project as it develops and will seek approval and authority via the SLT and Fire Board as appropriate.			
16.2	It is anticipated that all costs associated to this Project will be provided by the Scottish Government.			
16.3	An extensive Service Acceptance criteria has been created by the 3ESS reporting to the Scottish Government as Project Sponsor, this document is attached as an appendix to this dossier.			
16.4	The full SFRS acceptance criterial is a subset of this document and is under development.			
17	**Benefits**			
17.1	The Airwave System is an aging technology which is voice centric, moving to a new voice and data platform will move the service forward allowing greater use of technology.			
17.2	The creation of Secure networked operational data services for response staff as well as other staff carrying out non-Operational Roles, increased incident visibility for remote command support.			
17.3	The capability of networked data is a significant step forward for SFRS as the current data capabilities are only as far as the tender bay, networked Data communications from the incident Ground back to the Operational Control Room and Flexi Duty Managers will significantly improve Operational situational awareness, remote command capabilities and firefighter safety.			
18	**Disbenefits**			
18.1	The disbenefits of this system are.			
18.2	Renewal of devices - The new devices will require ongoing replacement Handheld every 3-5 years; Fixed Vehicle Devices every 5-7 years, there are also ongoing connection costs to the network (Initial registration £1000 thereafter £500 per year). The service will need to ensure that all devices are justified and in use as much as possible.			

18.3	This disbenefit is mitigated by the Scottish Government funding the device Capital and revenue costs.
19	**Performance Measures**
19.1	Performance measures will be reported to the Project Board by way of Highlight reports, Programme related Performance reports including EE and Motorola performance reports will be available to Project Board members via the ESMCP Sharepoint directory
20	**Project Tolerances**
20.1	Many of the tolerances will be guided by the Programme timeline and Full Business Case as already outlined, the Scottish Government as sponsor will oversee the three Scottish services on planning and delivery of the Programme in Scotland. The Project Board and higher governance will be kept fully informed in this area. The ongoing costs of Airwave and the need for the UK emergency Services to come off of the Airwave System. The Programme will need to deliver a product that passes the Acceptance Criteria for SFRS as part of the 3ESS and Scottish Government requirements. This report is subject to ongoing review given the strategic review of the Programme and its Full Business Case.
21	**Project Management Team Structure**
21.1	
22	**Project Role Descriptions**
22.1	**Senior Responsible Officer-** Responsible for the overall governance and delivery of the Project within SFRS **Strategic/ICT Lead –** Leading the ESCMP Project within SFRS and liaising with the 3ESS and Scottish Government at Strategic Level as required as part of the Scottish Strategic Group and other associated meetings. **Project Manager** – To engage with the Programme and the 3ESS to ensure that SFRS are fully involved in policy decisions, technical specification and transition timescales and timelines, further to these areas the PM will maintain an overview of all aspects of the

	Programme as it develops. Developing the SFRS Transition plan, supporting the development of Policies and Procedures for in life of ESN, supporting all impacted business areas with information advice and support as required. **Project Officer** – To support the PM in developing and refining the Transition Plan as a subset of the Project Plan. To assist in preparing for Project Boards as well as ensuring the Project is compliant with all Programme requirements of the service. Coordination of activities and information flow to and from all stakeholders. **Training Lead** – (Group Commander) To assist in the development of the Programme Training Needs Analysis, to review Programme Training Material and thereafter create a SFRS specific training package. To oversee the recruitment of a number of Train the Trainer positions and support the delivery of training to all SFRS staff during transition. **Fleet Lead** – To oversee the management of the SFRS fleet in readiness for ESMCP (Retaining assets to ensure flexibility to complete vehicle fits without impacting on Operational response capability). To support either the recruitment of internal vehicle fitting staff or support the preparation of a business case for external fitters. **ICT Technical Lead** – To oversee the technical elements of the Programme and advice the Project Manager and Project Board on key technical requirements and any decisions that require to be made, to ensure that ESN continues to be compatible with SFRS systems and ways of working. **ICT Operations Lead** – To support the completion of an IT Health check and facilitate support as required relative to Network configuration, technical installations, systems testing and compatibility. **Finance Lead** – Oversee all aspects of funding from the Scottish Government ensuring that both Capital and revenue streams are managed.
23	**Project Team Meeting Schedule**
23.1	The SFRS ESMCP Project Board meets monthly and is chaired by the Director of Service Development.
23.2	The Project Board reports to the Senior Management Board and the ==Change Committee==.
24	**Equality Impact Assessment**
24.1	Specific Equality Impact Assessments (EIA) shall be considered for inclusion as the Project develops, but has not been deemed necessary at this time. A copy of the Programme Equality Impact Assessment Documentation has been requested.
25	**Privacy Impact Assessment**
25.1	The ESMCP is subject to rigorous Home Office driven security standards, an extensive IT Health check involving Penetration testing will require to be undertaken ahead of the service applying for a Code of Connection will require to be completed by SFRS in order to access the network. All the aforesaid ensures compliance with Data Protection and Privacy standards.
26	**Appendices/Further Reading**
26.1	

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

Links to Strategy
Objective 2.2 We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology. Objective 2.4 We will make our frontline service delivery more effective by enhancing our command, control and communications arrangements. Objective 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.

Governance Route for Report	Meeting Date	Comment
Project Board	18 May 2021	Approved
Senior Management Board	16 June 2021	Approved
Change Committee	14 July 2021	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE
Service Delivery Model Programme

PROJECT CHANGE REQUEST

Report No:

Agenda Item:

Project Name:	**SERVICE DELIVERY MODEL PROGRAMME FRAMEWORK**
Change Category:	**REQUIREMENT & SCHEDULE**
Change Number:	**004**
Request Date:	**27 MAY 2021**
Programme Manager:	**AC ANDREW GIRRITY**
Executive Lead:	**JOHN MACDONALD, HEAD OF SERVICE DEVELOPMENT**

1	Justification
1.1	The current Service Delivery Model Programme (SDMP) Framework Document specifies the four distinct but interrelated projects that form the SDMP, namely: • Community Risk Index Model • Station and Appliance Review • Demand Based Watch Duty System • Retained and Volunteer Duty System (RVDS) Strategy
1.2	With the introduction of the National Retained and Volunteer Leadership Forum (NRVLF), responsibility for the RVDS project has transferred to the Operations Function and no longer comes within the scope of the Service Delivery Model Programme. It is therefore necessary to update the Framework Document to reflect this significant change.
1.3	The currently agreed project timeline for the completion of Phase Two of the programme is Q4 2020/21. Following a strategic review of the SFRS Change timelines, combined with the impact of the COVID-19 pandemic, a revised and updated completion date of July 2023 has now been set for Phase 2 of the SDMP. It is therefore necessary to update the Framework Document to reflect the change to the programme timeline.

2	Description of Change
2.1	Previously the SDMP was formed of 4 distinct but interrelated projects, which included the RVDS Strategy Project. Through the completion of the research in Phase 1 of the project, combined with the developmental work being completed as part of Phase 2, it was identified that there was a significant number of areas for improvement that could be delivered through a business as usual approach and not be solely reliant on a project or programme approach.
2.2	In recognition of the above and to support and deliver continual improvement, it was agreed that the NRVLF would be established and that it would sit within the Operations Function of the Service Delivery Directorate. The NRVLF would then have responsibility for developing processes in support of delivering identified improvements across the Retained and Volunteer sectors of the organisation.
2.3	As a result of the above, the RVDS Strategy Project has now been removed as an element of the SDMP and no longer features within the SDMP Framework Document.

2.4	In late 2020 and early 2021 the Senior Management Board (SMB) undertook a review of the overarching change timeline that was associated with the SDMP, Unwanted Fire Alarm Signal (UFAS) Project and the SFRS Future Vision Strategy. During this review it was identified that the outputs from each of the workstreams would require formal public consultation given the potential nature of the changes that may be proposed.
2.5	It was also recognised by the SMB that the phasing of each of the consultations should be considered, as one informed the other. It was therefore agreed that the Future Vision consultation should be undertaken first, followed by UFAS and then the consultation on the options developed by SDMP.
2.6	Best practice in the delivery of formal public consultations identifies that they should not be undertaken simultaneously, particularly where the outcome from one consultation may impact on the outcome of another, as is the case with these three key pieces of work. As a result, it was therefore agreed by the SMB that the consultations would run concurrently rather than simultaneously.
2.7	Further advice on the adoption of consultation best practice identified that the pre and post consultation phases are just as important as the during consultation phase. This ensures that appropriate time and space is provided to develop the consultation charter and supporting consultation delivery processes as well as the opportunity to collate, analyse and respond to the feedback received from the consultation.
2.8	Taking account of the guidance provided and the noting of best practice, combined with the desire to deliver meaningful, transparent and legal consultations, the SMB agreed that the timeline for completion of Phase 2 of the SDMP needed to be extended to allow for the other two consultations to be completed first, with the outcomes from both consultations informing the options development within the SDMP. This approach from the SMB was approved by the Strategic Leadership Team (SLT) in February 2021. **The outcome is that the completion date for SDMP Phase 2 has now changed from 31 March 2021 to 31 July 2023.**
2.9	The dossiers for each of the component SDMP projects will now be updated to reflect the changes and will be brought forward in due course through the formal governance processes to seek approval and sign off.
3	**Reason for Change**
3.1	The reason for changes within the SDMP Framework is a result of the RVDS Strategy now being transferred into the Operations Function of the Service Delivery Directorate resulting in it no longer being part of the SDMP.
3.2	The overarching strategic change timeline was reviewed by the SMB and approved by the SLT in February 2021. This review has resulted in a change to the planned timelines for the SDMP and the Framework Document now requires to be updated to reflect these agreed changes.
4	**Impact Assessment**
4.1	**Impact on Scope**
4.1.1	The transfer of the RVDS Strategy to the Service Delivery Directorate means that it will no longer be a project within the SDMP. The work of the RVDS Strategy does however have a synergy with the SDMP and a close association with clear communication links will be maintained.

4.2	Impact on Risk
4.2.1	The extension of the timeline will reduce risk to the SDMP through ensuring that best practice can be followed when delivering the formal consultation process. Failure to deliver a suitable and appropriate consultation process could result in legal challenge.
4.2.2	The extension of the Phase 2 timeline provides additional time for the SDMP Team to develop change options for consideration. This also reduces risk to the programme as the development and modelling of potential options will be afforded additional time, thereby allowing for more detailed consideration, which consequently should support the delivery of robust, and accurate outputs.
4.3	**Impact on Time**
4.3.1	The approval of the timeline change will result in Phase 2 of the SDMP being extended by 28 months from March 2021 to July 2023.
4.4	**Impact on Resources**
4.4.1	The relocation of RVDS Strategy ownership resulted in the transfer of 1 Project Manager post at Group Commander level, from the SDMP Team into the Service Delivery Directorate and Operations Function.
4.5	**Other**
4.5.1	Not Applicable
5	**Options Appraisal**
5.1	**Long and Short Lists of Options**
5.1.1	Not Applicable
5.2	**Detailed Options Appraisal**
5.2.1	Not Applicable
5.3	**Preferred Option**
5.3.1	Not Applicable
6	**Appendices/Further Reading**
6.1	Appendix A - Updated Framework Document

Prepared by:	John MacDonald, Head of Service Development
Sponsored by:	John MacDonald, Head of Service Development
Presented by:	John MacDonald, Head of Service Development

Links to Strategy

SFRS Strategic Plan 2019-22

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

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

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

Change Request History	Meeting Date	Comment
001 Schedule	3 October 2019	Approved
002 Schedule	15 January 2020	Approved
003 Requirement & Schedule	14 October 2020	Approved
Governance Route for Report	Meeting Date	Comment
Service Delivery Model Programme Board	27 May 2021	Approved
Senior Management Board	16 Jun 2021	Approved
Change Committee	5 Aug 2021	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE

SERVICE DELIVERY MODEL PROGRAMME

FRAMEWORK DOCUMENT

John MacDonald
Head of
Service Development

v05 May 2021

Version Control

Version	Date	Detail	Name
0.1	June 2019	Initial Issue	DACO John MacDonald
0.2	September 2019	Update project timelines in Section 5	AM Andy Girrity
0.3	January 2020	Merge Demand Based Watch Duty System and Urban on Call Projects and update document throughout Add version control	DACO John MacDonald
0.4	August 2020	Update project timelines, section 5 (impact of COVID-19) and FV title change	John MacDonald, Head of Service Development
0.5	May 2021	Update terminology and project timelines following strategic change timeline review. Remove RVDS Strategy Project from SDMP.	John MacDonald, Head of Service Development

1. Introduction

The Scottish Fire and Rescue Service (SFRS) was created on 1 April 2013 and immediately commenced a journey of organisational reform, consolidation and standardisation. The successful delivery of this over the first five years of the service has provided the opportunity and created the necessary foundations to allow the organisation to embark on an ambitious programme of change. This change is essential in order to meet the ever-changing risks faced and demands placed on a modern fire and rescue service in the 21st century.

The change programme will not only meet the expectations of the Scottish Government as set out in the Scottish Fire and Rescue Framework 2016, it will also ensure that the SFRS continues to evolve and add maximum value to all communities across Scotland, whilst at the same time delivering against its stated purpose of working in partnership with communities and with others in the public, private and third sectors on prevention, protection and response to improve the safety and wellbeing of people throughout Scotland.

The overall change programme comprises of a number of both independent and interrelated projects that will contribute to delivering the vision and the overarching long term benefits, as expressed within the SFRS Future Vision.

This framework document has been produced to provide an overview of two elements of the wider SFRS change programme, specifically SFRS Futures Vision and Rebalancing the Frontline, which have been combined to form the '**Service Delivery Model Programme**'.

2. Service Delivery Model Programme

2.1 Aim and Objectives

An overall aim and suite of supporting objectives has been developed for the Service Delivery Model Programme. The aim is stated as:

'To undertake short, medium and long term scenario planning, which informs an analysis of risk across Scotland's communities, in order to identify where the Scottish Fire and Rescue Service, working within the confines of the resources available and in partnership, can deliver a balanced prevention, protection and response model that will contribute to eliminating, reducing or mitigating known or predicted community risk'

To deliver the aim, the programme has set 4 overarching objectives as detailed below:

Objective 1

Undertake scenario planning and an assessment of national and community risk for the short term (0 to 3 years), medium term (3 to 5 years) and longer term (5 to 10 years) to determine the current and to predict potential future changes in the Service's operating environment

Objective 2

Ensure that prevention and protection continues to be embedded into all elements of the response model and operating ethos of the Scottish Fire and Rescue Service. It is essential that we continue to recognise and promote that the adoption of a preventative approach is a preferred intervention

Objective 3

Based on the outcomes from the scenario planning and risk assessment from objective 1, review the current response capability, develop a suite of options and support the delivery of any subsequent implementation plan, to ensure the service has the appropriate resources in the right place at the right time to meet the known and predicted risk

Objective 4

Develop a suite of options and support the delivery of any subsequent implementation plan to ensure that the selected response model is suitably resourced to flexibly meet the demands that can reasonably be expected across the full 24-hour period of the day.

Diagram 1 below provides an overview of the link between the objectives and the individual projects within the Service Delivery Model Programme.

Objective 1	Objective 2	Objective 3	Objective 4
•Community Risk Index Model	•Community Risk Index Model •Station & Appliance Review Project	•Station & Appliance Review Project	•Demand Based Duty Systems Project
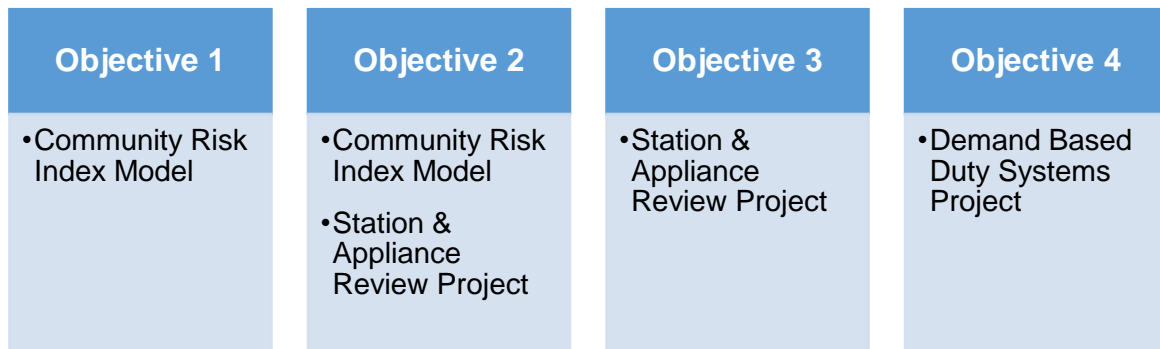
Diagram 1 – Link Between Objectives and Individual Projects

2.2 Programme Overview

The Service Delivery Model Programme consists of three distinct and independent projects but with very clear interdependencies, namely:

- Community Risk Index Model
- Station and Appliance Review
- Demand Based Duty Systems

Full details for each of these projects will be provided within the respective project dossiers as they are produced, however, an overview of each project is provided below:

SFRS Community Risk Index Model

The SFRS Community Risk Index Model project will produce an assessment of known and predicted risk across the country, within the fire and rescue service operating context, and will be based on short (0 to 3 years), medium (3 to 5 years) and long (5 to 10 years) term planning scenarios. These scenarios will have a focus on ensuring that the service can continue to deliver its statutory duties as specified within the Fire (Scotland) Act 2005 whilst, at the same time, recognising the strategic ambition of the service as stated within the SFRS Strategic Plan 2016 – 2019 and the draft SFRS Strategic Plan 2019 – 2022.

It is essential that this key project is completed before the other two projects within the programme as the outcomes will very much inform their respective work. This assessment will allow the service to understand current and future risk, thereby ensuring that it continues to evolve to meet that risk and deliver improved outcomes to the communities across Scotland.

Station and Appliance Review

The Scottish Fire and Rescue Service has an extensive footprint of stations and different types of fire appliances across the country. In many cases, the decisions in terms of where to locate these stations and the assets they contain were made decades ago, based on a risk profile that was somewhat different to the one presented today and the risk profile likely to be presented into the future.

The station and appliance review project will be fully informed by the outcomes from the Community Risk Index Model project. The current station locations will be overlaid with the outcomes of the risk review to determine if the assets are in the best locations, fit for their intended purpose and being used to their maximum benefit in an effective and efficient manner, within their respective operating contexts.

This project will also consider the needs of SFRS to be able to deploy specialist capability and this will be linked to the last Review of Specialist Equipment (ROSE) project and the forthcoming Operational Strategy Review being conducted by the Operations Function.

Demand Based Duty Systems

Within all wholetime fire stations in SFRS, a constant crewing level is currently applied across the full 24 hour period of every day, despite the operational demand placed on each station varying across the same period. During periods of predicted or known reduced operational demand and activity, there may be an opportunity to supplement wholetime firefighters with firefighters operating an alternative duty system.

In the simplest of terms that means having more firefighters on duty during busy periods and less on duty during quieter periods and redeploying the capacity realised to undertake operational training, to support community safety activity or other activities associated with the proposed broadening of the Firefighter role in Scotland.

The Demand Based Duty Systems project will take full cognisance of the outcomes from the Community Risk Index Model project as well as the Station and Appliance Review project. This will ensure that a safe and flexible approach to crewing is adopted that will be specific to the profile of each community fire station and which will facilitate the introduction of a truly demand led approach, consequently delivering an even more efficient use of valuable operational resources.

At the same time, the project will seek to ensure that collectively across a geographic area, there is sufficient operational resilience to respond to business as usual incidents as well as larger, unpredicted and protracted incidents where demand significantly increases, thereby providing suitable and sufficient SFRS resources where and when they are required.

3. Resources

Successful delivery of the programme is wholly dependent on ensuring that suitable resources are available and committed for the duration of the programme. In recognition of this, SFRS has allocated a dedicated team that will have the single reference of the Service Delivery Model Programme. The team comprises of the Head of Service Development who will have the role of Executive Lead with an Area Commander appointed to take on the role of Programme Lead. The Programme Lead will be assisted by a Group Commander who will adopt a Project Manager role. A Programme Officer, HR Manager, Strategic Data Analyst, GIS Officer and Watch Commander will provide specific and specialist support to the team and the overall programme.

Whilst those appointed to the programme team will have responsibility for the delivery of the aim and objectives, this cannot be achieved in isolation. As the programme and its individual projects develop and mature, there will be a requirement for integrated working given the inevitably that demands will be placed on personnel from all SFRS Directorates, their associated functions and from Service Delivery colleagues across the country.

The structure of the dedicated programme team is provided in Diagram 2 below.
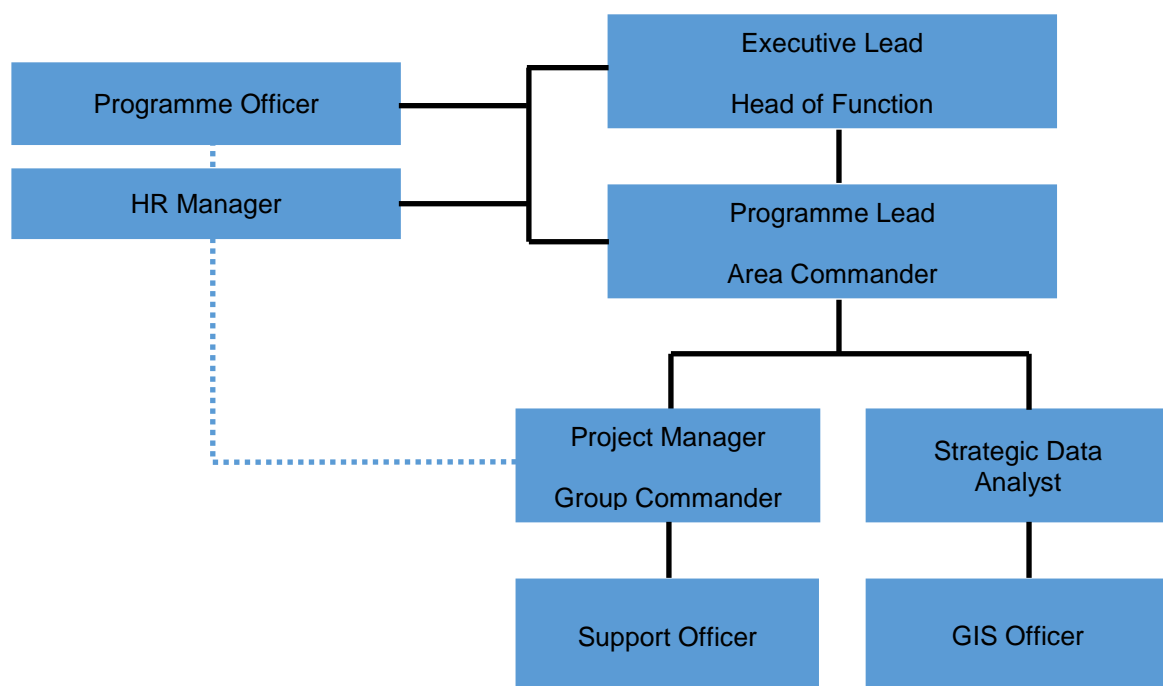
Diagram 2 – Service Delivery Model Programme Team Structure

As previously stated, each of the projects within the programme is a project in its own right, however, with the synergy and interdependencies between them, they will all combine to deliver to the overall programme. For project management and good governance purposes, each of the projects has been assigned a dedicated project manager with access to all of the specialist support identified above.

4. Governance

The Service Delivery Model Programme is complex and forms a significant and key element of the wider SFRS Change Programme. It is therefore essential that appropriate governance and control is implemented and maintained over the life of the programme.

The Service Delivery Model Programme Team as detailed within Section 3 above will have day to day responsibility for delivery of enabling projects and will meet every 2 weeks, chaired by the Programme Manager and reporting to the Programme Executive Lead.

A Service Delivery Model Programme Board (SDMPB) will be formed and will consist of representatives from each SFRS Directorate. Some Directorates may nominate more than 1 representative based on their respective functions, the potential interdependencies within the Programme and the outcome from the Stakeholder analysis. The Programme Board will meet every 6 weeks, will be chaired by the Service Delivery Model Programme Executive Lead and will report to the Senior Management Board (SMB).

The SMB is formed from all members of the Senior Management Team (Heads of Function) and chaired by the Deputy Chief Officer, who is the Senior Responsible Owner for the Strategic Change Programme. The SMB meets every 6 weeks and reports to both the Strategic Leadership Team (chaired by the Chief Officer) and the Change Committee (chaired by a SFRS Board Member).

A Senior Users Group of the Service Delivery Model Programme Board will also be formed to facilitate strategic discussion on programme proposals and to ensure that the programme continues to support the strategic ambition and objectives of the Scottish Fire and Rescue Service. The Senior Users Group will meet as required, will be chaired by the Service Delivery Model Programme Executive Lead and will consist of the Deputy Chief Officer, the Assistant Chief Officer Service Development, the Assistant Chief Officer Service Delivery and the Assistant Chief Officer Training, Safety & Assurance.

The Strategic Leadership Team and Change Committee both report to the full Board of the Scottish Fire and Rescue Service.

An overview of the working governance structure and reporting lines is provided in Diagram 3 below.
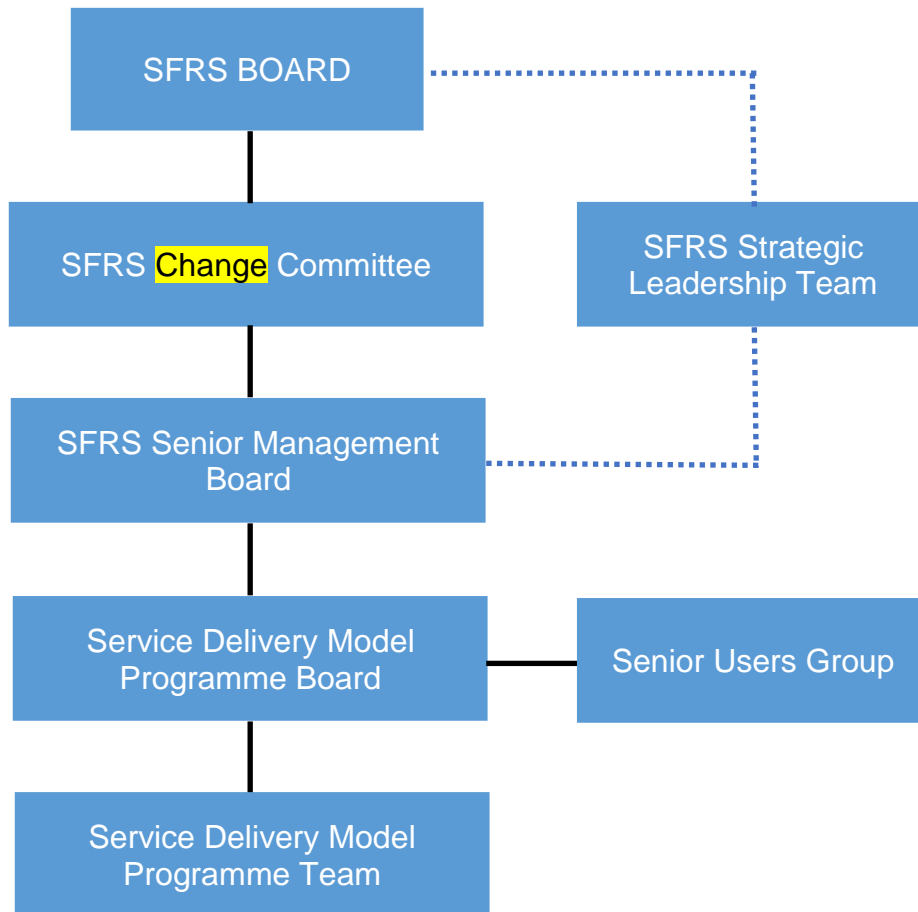
Diagram 3 – Service Delivery Model Programme Governance Structure

5. Timelines

Each one of the <mark>three</mark> individual projects forming the Service Delivery Model Programme will provide detailed timelines, some of which may be broken down into phases, within their respective project dossiers as and when they are produced.

Diagram 4 below details the phases for each project based on the overarching Strategic Change Timeline as agreed by the SLT In February 2021

Project	Year	2019/20				2020/21				2021/22				2022/23				2023/24			
	Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Community Risk Index Model		Phase 1			Phase 2												Phase 3			
Station & Appliance Review		Phase 1			Phase 2												Phase 3			
Demand Based Duty System		Phase 1			Phase 2												Phase 3			

Project	Year	2024/25				2025/26			
	Quarter	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Community Risk Index Model		Phase 3							
Station & Appliance Review		Phase 3							
Demand Based Duty System		Phase 3							

<mark>**Diagram 4 SDMP Framework Phased delivery**</mark>

PROJECT CHANGE REQUEST

Report No:

Agenda Item:

Project Name:	**COMMUNITY RISK INDEX MODEL, DEMAND BASED DUTY SYSTEMS AND STATION & APPLIANCE REVIEW**
Change Category:	**REQUIREMENT & SCHEDULE**
Change Number:	**004**
Request Date:	**14 JULY 2021**
Programme Manager:	**AC ANDREW GIRRITY**
Executive Lead:	**JOHN MACDONALD, HEAD OF SERVICE DEVELOPMENT**

1	**Justification**
1.1	Since production of the current dossiers for the above projects, a Strategic Change Timeline has been issued containing new and additional milestones for the Service Delivery Model Programme (SDMP). This has highlighted the requirement to amend some detail within the following project dossiers; • Community Risk Index Model (CRIM) • Station and Appliance Review (SAR) • Demand Based Watch Duty System (DBDS)
1.2	The changes have been informed by the Strategic Change Timeline that also highlights key milestones for SFRS Future Vision, Unwanted Fire Alarm Signals (UFAS) Review and the SDMP.
1.3	The project dossier changes also align to the updates included in a revised version of the SDMP Framework Document which was recently approved at the Senior Management Board (SMB).
2	**Description of Change**
2.1	This change request covers all three projects as the changes are similar in that new milestones have been added with delivery dates aligning to the Strategic Change Timeline.
2.2	The changes relate to three main factors: timescales, milestones and programme/project/organisational terminology.
2.3	The main element influencing changes to milestones is the requirement to carry out public consultation regarding the development and identification of potential change options. Proposals from SFRS Future Vision, the UFAS Review and SDMP will be subject to pubic consultation and careful sequencing of these processes have been included in the Strategic Change Timeline.
2.4	The SDMP public consultation process is scheduled to take place last, during September to November 2022. Taking cognisance of post consultation requirements, and planning associated with implementation of potential change options, **the completion date for**

	SDMP Phase 2 has now changed from 31 March 2021 to 31 July 2023. The timeline within all three dossiers have been amended to reflect this change.
2.5	The extension of Phase 2 has presented additional time to develop appropriate potential change options within the current operational footprint, underpinned by an enhanced iteration of the CRIM. This is now reflected in the revised dossiers with the addition of milestones such as;
2.6	- Developing CRIM 2 including both the built and natural environment; - Completing a 2nd academic validation of the CRIM - Updating the CRIM with outcomes from the UFAS consultation - Providing an outline list of changes options for SAR & DBDS - Providing a refined list of change options for SAR & DBDS. - Providing an implementation list of change options for SAR & DBDS. There have been minor changes made throughout each dossier regarding terminology. This is mainly due to recent changes in Board and Committee titles and the restructuring and renaming of SFRS directorates and functions.
3	**Reason for Change**
3.1	The overarching strategic change timeline was reviewed by the SMB and approved by the SLT in February 2021. This review has resulted in a change to the planned timelines for the SDMP and the project dossiers now requires to be updated to reflect these agreed changes.
4	**Impact Assessment**
4.1	**Impact on Scope**
4.1.1	Not Applicable
4.2	**Impact on Risk**
4.2.1	The extension of the timeline will reduce risk to the SDMP through ensuring that best practice can be followed when delivering the formal consultation process. Failure to deliver a suitable and appropriate consultation process could result in legal challenge.
4.2.2	The extension of the Phase 2 timeline provides additional time for the SDMP Team to develop change options for consideration. This also reduces risk to the programme as the development and modelling of potential options will be afforded additional time, thereby allowing for more detailed consideration, which consequently should support the delivery of robust, and accurate outputs.
4.3	**Impact on Time**
4.3.1	The approval of the timeline change will result in Phase 2 of the SDMP being extended by 28 months from March 2021 to July 2023.
4.4	**Impact on Resources**
4.4.1	Not Applicable
4.5	**Other**
4.5.1	Not Applicable

5	**Options Appraisal**
5.1	**Long and Short Lists of Options**
5.1.1	Not Applicable
5.2	**Detailed Options Appraisal**
5.2.1	Not Applicable
5.3	**Preferred Option**
5.3.1	Not Applicable
6	**Appendices/Further Reading**
6.1	Further reading - Updated SDMP Framework Document, May 2021

Prepared by:	AC Andy Girrity, Programme Lead
Sponsored by:	John MacDonald, Head of Service Development
Presented by:	John MacDonald, Head of Service Development

Links to Strategy

SFRS Strategic Plan 2019-22

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

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

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

Change Request History	**Meeting Date**	**Comment**
001 Schedule	3 October 2019	Approved
002 Schedule	15 January 2020	Approved
003 Requirement & Schedule	14 October 2020	Approved
Governance Route for Report	**Meeting Date**	**Comment**
Service Delivery Model Programme Board	8 July 2021	Approved
Senior Management Board	14 July 2021	Approved
Change Committee	5 Aug 2021	For Scrutiny

<div align="center">NOT PROTECTIVELY MARKED</div>

Agenda Item 9.1
APPENDIX D

SCOTTISH FIRE AND RESCUE SERVICE
Porfolio Office

PROJECT DOSSIER

Programme Number: ST0017

Agenda Item:

Project Name:	**COMMUNITY RISK INDEX MODEL**
Project Start Date:	**MAY 2019 (PHASE TWO, JANUARY 2020)**
Project Finish Date:	**MARCH 2026 (PHASE TWO, JULY 2023)**
Project Manager:	**AC ANDY GIRRITY**
Executive Lead:	**JOHN MACDONALD, HEAD OF FUNCTION,**
Version:	**3.0**
Reason for Revision:	**ADDITION OF MILESTONE DELIVERY DATES AND MINOR CHANGES TO TERMINOLOGY**

1	Business Need
1.1	Analysis of our incident performance data continues to highlight changing risk within our communities. Whilst we accept that response to fires and road traffic collisions will remain a core function of SFRS, we also recognise emerging and significant risks such as the effects of an ageing population, climate change and terrorism.
	Taking cognisance of changing risk whilst ensuring we continue to fulfil our statutory duties detailed within the Fire (Scotland) Act 2015 there is a requirement that a detailed and thorough assessment of short, medium and long-term community risk is carried out.
	The Community Risk Index Model (CRIM) is part of the Service Delivery Model Programme (SDMP). In addition to the CRIM, the SDMP contains the following projects;
	• Station & Appliance Review; • Demand Based Duty Systems;
	Each of the projects are interdependent and will be progressed in a chronological order in terms of overall delivery. The CRIM is the first part of the programme which will provide an evidence based assessment of current and predicted community risk. These assessments are crucial for informing the wider programme of work which will ultimately shape how we deliver our resources over the next 10 years and potentially beyond.

2	**Specific Project Objectives**
2.1	Phase Two of the CRIM project will undertake medium and long-term scenario planning, seeking to inform an analysis of risk across Scotland's communities, using a range of robust primary and secondary data. Analysis of small area data will enable the service to determine known and predicted potential future changes in the Service's operating environment. A weighted and systematic evaluation of fire risk will support the efficient reconfiguration of resources to create a modern service aligned to the demands of continuous demographic, social, technological, political and environmental change in Scotland.
2.2	**Project Phases** The Service Delivery Model Programme will be delivered over three phases with key outputs from the CRIM project presented in Phases 1 to 3. These include: • Phase One - Research and Initial Options Appraisal (**Completed)** • Phase Two - Model Design and Development • Phase Three - Testing and Implementation This project dossier focuses on the key outputs from the **Phase Two** stage.
3	**Scope**
3.1	The following is within the scope of the project; • Historical and current data regarding SFRS response activity; • Historical and current data regarding SFRS prevention activities; • The current locations of SFRS Community Fire Stations; • The current locations of our Specialist Equipment assets; • Data from key stakeholders including Scottish Ambulance Service, Community Planning Partnerships, Scottish local authorities; • Data from official sources including Scottish Government, National Records of Scotland, SEPA, Forestry Commission, Scottish Assessors Association etc; • Data from commercial suppliers used to provide additional layers of neighbourhood intelligence (e.g. Experian, CACI Ltd).
4	**Assumptions**
4.1	The overall project will deliver an assessment of risk and associated scenario planning based on historical and predicted data for the short, medium and long term. This will be dependent on several factors including technology, ICT support for the ArcGIS (Mapping and analytical platform) suite of products, statistical validation of the model by an accredited external institution, professional expertise and judgement. The ability to accurately assess risk may be reduced if longer term planning is required (more than 10 years).

5	Exclusions
5.1	Whilst the CRIM project will inform other workstreams of the SDMP, other projects will be progressed separately and will not influence CRIM analysis or outcomes.
6	**Requirements**
6.1	The project will require the following; • Oversight and scrutiny by the SDMP Board; • Daily management by a Programme/Project Manager; • Co-ordination via the SDMP Delivery team; • Continued input from SFRS Services; • Analytical expertise regarding risk and risk modelling; • Ongoing ICT support for the ArcGIS suite of products; • Temporary GIS Officer within Data Services to support Phase Two outputs; • Financial support regarding ICT hardware and software requirements; • Portfolio Office support; • SFRS Directorates support; • SFRS Local Senior Officer support.
	Outputs

7.1	The process of developing and implementing the community risk model will generate a number of project outputs. These include a final community risk model, forecasting insights and a range of digital assets for SFRS:
	
	• **Community Risk Model** (CRM) - a fully integrated, geodemographic & spatially based model for forecasting fire and non-fire risk at community level. The model will be externally validated and incorporate:
	
	    o *Community Risk Index (CRI)* – Using Composite Risk Scores (CRS), an index of fire and non-fire risk at datazone level will be developed for Scotland.
	    o *Interactive Web Map -* Presentation of the model and Composite Risk Scores as a fully interactive Web Map application on the ESRI ArcGIS Online platform. This will permit users to see how the model has been constructed, and to select their own variables for mapping queries.
	    o *Report* – A full report detailing how the model is constructed, variables, assumptions, data transformations etc. The report will provide a snapshot of current risk across Scotland with embedded links to online web maps for closer analysis.
	
	• **Forecasting -** A range of bespoke forecasting using spatial models to support the planning of suitable service response configurations, including crewing arrangements:

- - *Profiles* **–** Profiles estimating community risk at medium term (3 to 5 years) and longer term (5 to 10 years) derived from a range of geographical modelling & scenario testing
  - **Location modelling** - Informing tactical response planning by optimising the station and appliance footprint (up to 2030) against a range of demand variables using Location-Allocation & Drive-time analysis
  - *Report* – A full report detailing the forecasting methodology and spatial analytical approaches used to estimate community risk at 3/5/7/10 year junctions. The report will provide insights for resource planning with embedded links to online web maps for closer analysis.

- **Digital Assets -**

  - *Analytical Framework* – An externally validated, evidence based, digital model of fire and non-fire risk (SFRS intellectual property). Framework facilitates yearly updates and has potential for further adaptation to generate future business insights
  - *Metadata* – Clear documentation of all data sources, weightings, transformations and aggregations applied within model
  - *Geodatabases* – a final infrastructure of spatial database containers for future modelling & analysis

8	Milestones	
8.1	**Milestones**	**Anticipated Delivery Date**
	• **Stakeholder Consultation**: Wider appraisal & feedback on draft Model and Community Risk Index from SFRS partners & stakeholders	September 2020 **Complete**
	• **External validation** - Composite Indicator Methodology approved as robust[1]	September 2020 to February 2021 **Complete**
	• **Draft Model** - Draft model variables & weightings.	October 2020 **Complete**
	• **Data Management** - Completion of dataset collation, cleaning, imputation, interpretation & full geocoding for essential geodatabase infrastructure.	March 2021 **Complete**
	• **Community Risk Index** – development of datazone index scores and visualisation on ArcGIS Online	March 2021 **Complete**
	• **Approval** of Model and Community Risk Index with recommendations from stakeholder consultation, external sponsors and how it can be further strengthened.	March 2021 **Complete**

---

[1] Validation: School of Mathematics & Statistics, University of Edinburgh

	• Development of CRIM 2 including addition of both built and natural environment risk layers.	May 2021 to January 2022
	• Complete arrangements that will allow SFRS to review, update and produce CRIM risk metric independently	June 2021 to Sept 2021
	• Complete 2nd academic validation of CRIM base model methodology	July 2021 to January 2022
	• Support operational response modelling process	January 2021 to January 2022
	• Update CRIM with predictive elements arising from Unwanted Fire Alarm Signals (UFAS) consultation.	January 2022
	• Support matching operational resource to community risk and demand process	January 2021 to July 2023
	• Phase Three, Stage One Implementation	October 2023 to May 2026
9	**Dependencies**	
9.1	The project will require extensive engagement with multiple Directorates. Successful delivery of the project will also require identification of existing and planned Directorate priorities in addition to other Change projects including the wider SDMP. The project will also require contributions from relevant Directorates including representation at forums, provision of information and where appropriate funding such as procuring ICT software.	
10	**Stakeholders**	
10.1	Key stakeholders will include; • SFRS Board; • SFRS Senior Leadership Team; • Change Committee; • Service Delivery Directorate; • Training, Safety and Assurance Directorate • People and Organisational Development Directorate; • Strategic Planning, Performance and Communications Directorate; • Finance and Contractual Services Directorate; • Service Development Directorate • Representative Bodies; • Local authorities; • Community Councils; • Communities; • Partner agencies.	
11	**Consultation and Engagement**	
11.1	Relevant stakeholders will be consulted and engaged with at the appropriate times throughout the project lifespan. This will include SFRS staff, representative bodies, local	

	communities and partners. This will form part of the wider Communications & Engagement Strategy including the formal consultation process.
12	**Communications**
12.1	A communications strategy is currently being developed in consultation with the SFRS communications business partner. Communications, aimed at key stakeholders, will support the wider SDMP aims and objectives whilst aligning to SFRS Transformation messaging. Internal engagement is ongoing at Directorate/Service Delivery Management level.
13	**Legal**
13.1	The project manager will continue to liaise with SFRS legal advisors to ensure that all legal obligations are met in terms of the project aims, objectives and outcomes. SFRS legal advisory team are represented on the SDMP Board which provides oversight for the CRIM project and wider SDMP.
14	**Business Case**
14.1	**Submission date:** 25 September 2019 **Approved date:** April 2020 **Approved by:** Strategic Leadership Team **Comments:** Not Applicable
15	**Risks**

15.1	**Risk**	**Probability**	**Impact of event**	**Mitigation to date**
	A SDMP risk register has been produced considering risk across all projects including the CRIM The log is reviewed regularly by the programme team and formally by the SDMP Board.			

16	**Acceptance Criteria**
16.1	The aim of Phase Two is to provide a robust and evidence based assessment of 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 that will inform and support SFRS decisions regarding medium to long term prevention and intervention response. Findings and outcomes should be robust enough to withstand potential challenges from internal and external scrutiny whilst maintaining the good reputation of SFRS.
17	**Benefits**
17.1	• Production of evidence based outcomes that would support SFRS decisions regarding current and potential future response models.

	• Production of evidence based outcomes that would support SFRS responses to internal and external scrutiny regarding the SDMP process and potential outcomes.
18	**Disbenefits**
18.1	• Project aims and objectives may be viewed negatively by staff and some external stakeholders. • Potential outcomes may attract negative publicity for SFRS. • Potential outcomes may have a personal impact on some SFRS staff. • Potential increased workload for some Directorates in addition to "business as usual" activities.
19	**Performance Measures**
19.1	Project progress will be measured in the first instance against delivery milestones. Formal governance and scrutiny arrangements are also in place including oversight and guidance from the SDMP Board, Senior Management Board and <mark>Change</mark> Committee.
20	**Project Tolerances**
20.1	Phase Two objectives are expected to be met within timescales detailed as project milestones. The approved project business case contains some indicative costs which may be subject to variance.
21	**Project Management Team Structure**
21.1	• Programme Board • Executive Lead, John MacDonald, Head of Function, Service Development • Project team including; • Project Manager, AC Andrew Girrity; • Programme Officer, Joan Nilsen; • Strategic Analyst, Damien Griffith • Geographical Information Systems (GIS) Officer, Sarah McCullagh
22	**Project Role Descriptions**
22.1	• The Executive Lead is responsible for the successful delivery of the project and will provide the strategic link to SFRS Board, Strategic Leadership Team and <mark>Change</mark> Committee; • The Project Manager is responsible for the day to day management of the project ensuring project milestones are met. The Project Manager will report directly to the Executive Lead and will act as their deputy when/if required; • The Programme Officer will ensure the group meet the requirements of the Portfolio Office regarding governance and reporting; • The Strategic Analyst will assess community risk and conduct scenario planning based on current SFRS statutory duties. • The GIS officer will support the the Strategic analyst by collecting, analysing and locating relevant geographical risk data.

23	**Project Team Meeting Schedule**
23.1	The Project Team meet on a weekly basis, these meetings are chaired by the Project Manager. Other meetings such as themed workshops are arranged as and when required.
24	**Equality Impact Assessment**
24.1	A separate Equality Impact Assessment (EIA) has been produced for the CRIM. This has been subject to a recent review by the Equalities Manager and will remain a live document throughout the lifespan of the project.
25	**Privacy Impact Assessment**
25.1	A Privacy Impact Assessment has been initiated and will be a live document subject to review as the project progresses through Phase Two and Three.
26	**Appendices/Further Reading**
26.1	Not Applicable

Prepared by:	AC Andy Girrity
Sponsored by:	John MacDonald, Head of Function
Presented by:	John MacDonald, Head of Function

Links to Strategy
SFRS Strategic Plan 2019-22. Outcome 2,
Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland,
SFRS Strategic Plan 2019-22, Objective 2.1,
We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.

Governance Route for Report	**Meeting Date**	**Comment**
Service Delivery Model Programme Board	*8 July 2021*	*Approved*
Senior Management Board	*14 July 2021*	*Approved*
Change Committee	*5 August 2021*	*For Scrutiny*

NOT PROTECTIVELY MARKED

SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office

PROJECT DOSSIER

Programme Number: ST0016

Agenda Item:

Project Name:	**STATION AND APPLIANCE REVIEW – PHASE TWO**
Project Start Date:	**May 2019 (Phase Two, January 2020)**
Project Finish Date:	**March 2026 (Phase Two, July 2023)**
Project Manager:	GC Mark Loynd
Executive Lead:	John MacDonald, Head of Service Delivery
Version:	3.0
Reason for Revision:	ALIGNMENT WITH NEW STRATEGIC TIMELINE AND ADDITIONAL MILESTONES

1	**Business Need**
1.1	The *Station and Appliances Review* (SAR) *Project* is one of three projects within the *Service Delivery Model Programme* (SDMP). It was initiated through the *SFRS Transformation Programme* (now the *SFRS Change Programme*) to address aspects of the *Response and Resilience* and *Modernising Response* strategic priorities from the *Fire and Rescue Framework for Scotland 2016*.
1.2	A significant number of Scottish community fire stations and pumping appliances were originally located to deliver the historic response standards set out within the *National Standards of Fire Cover*. Between 2003 and 2006 each of the legacy Scottish fire and rescue services developed and delivered Integrated Risk Management Plans (IRMP) which realigned the number and location of community fire stations and pumping appliances to achieve the strategic objectives of community risk reduction and operational incident response. Each fire authority addressed the unique circumstances within its own geographic boundary by creating a service delivery model based on: strategic intent; budgetary capabilities; and political environment within relevant local authorities.
1.3	Over the last few decades the cultures and behaviours within Scotland have changed. The ways people now live, work and travel are reflected in changes observed in the number, distribution, severity and type of incidents attended by SFRS.
1.4	Following its initial period of reform and consolidation, SFRS now needs to review and rebalance the geographical distribution of its operational resources. Phase Two of the *Station and Appliances Review* (SAR) *Project* will develop "risk-based options for change" which are designed to create a more efficient and harmonised delivery of service throughout Scotland.

2	**Specific Project Objectives**
2.1	**Project Phases** The SAR Project has been divided into three distinct phases: • Phase One – Research and Initial Report - **Complete** • Phase Two – Design and Development. • Phase Three – Testing and Implementation. This project dossier details the delivery of Phase Two.

2.2	**Phase Two Objectives - Design and Development**
	1. Agree a set of criteria which will be used to determine the suitability of various "risk-based options for change" in relation to the location of fire stations and pumping appliances.
	2. Design and agree a set of Scottish "Incident Response Benchmarks" based on historical incident responses and the Scottish Government Urban Rural Classifications.
	3. Employ a suitable computer based modelling tool to:
	   a. generate potential "risk-based options for change" in the distribution of community fire stations and pumping appliances; and
	   b. assist in assessing the "risk-based options for change" against the agreed criteria.
	4. Engage with relevant Local Senior Officer areas and SFRS directorates to design and develop valid and viable "risk-based options for change".
	5. Provide robustly evidenced justification for the "risk-based options for change".
	6. Provide inputs to support Phase Two of the *Demand Based Duty Systems Project*.

3	**Scope**
3.1	**Project Scope** The *SAR Project* seeks to apply "Incident Response Benchmarks" and the "Community Risk Index Model" to each geographic area of Scotland to identify where and how the distribution of community fire stations and pumping appliances can be rebalanced to provide a more efficient and harmonised delivery of services.
3.2	**Phase Two Scope** • Use the risk profiles generated by Phase Two of the *Community Risk Index Model Project* to determine local levels of community risk and firefighter risk. • Use the outputs from Phase One of the *SAR Project* and engage with relevant internal partners to develop, assess and refine "risk-based options for change". • Consider potential impacts of any future expansion of the firefighter role. • Provide inputs to Phase Two of the *Demand Based Duty Systems Project*.
4	**Assumptions**
4.1	1. A "Community Risk Index Model" will be generated by Phase Two of the *Community Risk Index Model Project.* 2. A set of Scottish "Incident Response Benchmarks" can be agreed. 3. A suitable computer based modelling tool can be employed to generate and assess "risk-based options for change". 4. Relevant Local Senior Officer areas and SFRS directorates will provide the resources required to support the development, assessment and refinement of the "risk-based options for change".

5	Exclusions
5.1	**Phase Two Exclusions** Phase Two of the *SAR Project* does not seek to address the following. • Design or develop options for changing the duty systems used by SFRS to crew fire appliances at community fire stations. This will be addressed by Phase Two of the *Demand Based Duty Systems Project*; • Directly consider the distribution of appliances and assets which provide specialist operational capabilities. This will be addressed by the Operational Strategy Review whilst being informed and assisted by the SDMP and associated response modelling outcomes.

6	Requirements
6.1	1. Geographic risk profiles generated by Phase Two of the *Community Risk Index Model Project*. 2. A set of SFRS "Incident Response Benchmarks" which can be used to calculate appropriate pumping appliance distribution. 3. A suitable computer based incident response modelling tool to generate and assess the viability of "risk-based options for change". 4. Collaboration with the Operations Function in relation to the *Operational Strategy Review* and the distribution of specialist operational capabilities. 5. Supporting resources from relevant Local Senior Officer areas and internal business partners in developing "risk-based options for change".

7	Outputs
7.1	**Suitability Criteria** An agreed set of criteria for determining the suitability of various "risk-based options for change" in relation to the location of fire stations and pumping appliances.

7.2	**"Outline List" of Station and Appliance Change Options**
	An "Outline List" of "risk-based options for change" for geographical locations where the *Community Risk Index Model*, incident response data, incident response modelling and internal consultation indicate that SFRS should consider alternative:
	    a. numbers or distribution of community fire stations;
	    b. numbers or distribution of pumping appliances;
	    c. duty system models for crewing appliances.

7.3	**"Refined List" of Station and Appliance Change Options** A "Refined List" of robustly evidenced, valid and viable "risk-based options for change" developed through consultation from the "Outline List" of Station and Appliance Change Options.
7.4	**"Implementation List" of Station and Appliance Changes** A list of "risk-based changes" which has been subjected to best practices in formal public consultation and consequentially reviewed, revised and agreed through SFRS governance processes.

8	Milestones	
No.	**Milestone**	**Anticipated Delivery Date**
8.1	Agree a set of criteria (the SDMP Criteria for Change) for determining the suitability of various "Risk-Based Station and Appliance Change Options".	Delivered September 2020

8.2	Agree a set of SFRS "Incident Response Benchmarks" based on historical incident response times and the Scottish Government Urban Rural Classifications.	Delivered November 2020
8.3	Provide an evidenced list of geographical locations where SFRS could consider developing "Risk-Based Station and Appliance Change Options".	Delivered December 2020
8.4	Provide an "Outline List of Risk-Based Station and Appliance Change Options" which SFRS should consider, based on response modelling and internal consideration of the SDMP Criteria for Change.	March 2022
8.5	Provide a "Refined List of Risk-Based Station and Appliance Change Options", which has been robustly evidenced and formally selected through internal and external engagement based on the "Outline List".	August 2022
8.6	Conduct a formal public consultation on the "Refined List of Risk-Based Station and Appliance Change Options".	September to November 2022
8.7	Provide an "Implementation List of Risk-Based Station and Appliance Changes" reviewed and revised through analysis and response to the feedback generated during the formal public consultation process.	March to July 2023

9	**Dependencies**
9.1	1. Phase Two of the *Community Risk Index Model Project*. 2. Priorities within the Asset Management Property Strategy. 3. Selection of an alternative UFAS incident response policy by the *UFAS Project*. 4. Pumping and specialist appliance crewing requirements and options identified by the *Operational Strategy Review*. 5. Requirements of the *RVDS Strategy Project*. 6. Maintenance of effective employee relations in developing and implementing alternative "demand based duty system options".

10	**Stakeholders**
10.1	**Core Users** 1. Local Senior Officer areas served by areas requiring the development of "risk-based options for change". 2. Employees working from SFRS Community Fire Stations requiring the development of "risk-based options for change".

10.2	**Internal Parties**
	 3. Service Delivery Model Programme.
	 4. Response and Resilience Function.
	      a. Operational Strategy and Development.
	      b. Operations Control.
	      c. Central Staffing.
	      d. *Terrorist Response Project*.
	 5. Prevention and Protection Function.
	      a. *UFAS Project.*
	 6. Training Function.
	 7. Safety and Assurance Function.
	 8. Portfolio Office Function.
	      a. *Out of Hospital Cardiac Arrest Project*.
	      b. *Safe and Well Visit Project*.
	      c. *Command and Control Futures Project*.

	9. Legal Services.
	 10. People and Organisational Development Directorate.
	      a. Equality and Diversity
	 11. Finance & Procurement Function.
	 12. Asset Management Function.
	      a. Property and Facilities
	 13. Information and Communication Technology Function.
	 14. Governance, Strategy and Performance Function.
	 15. Communications and Engagement Function.
	      a. Information Governance

10.3	**External Parties**
	 1. Fire service employee representative bodies:
	    a. Fire Brigades Union (FBU).
	    b. Fire Officers Association (FOA).
	    c. Fire and Rescue Services Association (FRSA).
	 2. Scottish Government.
	 3. Members of Scottish Parliament.
	 4. Members of UK Parliament.
	 5. Scottish Category 1 Responder Agencies.
	 6. Scottish Local Authorities served by areas with "risk-based options for change".
	 7. Community Councils served by areas with "risk-based options for change".
	 8. Communities served by areas with "risk-based options for change".
	 9. Press and media agencies.
	 10. National Fire Chiefs Council (NFCC).

11	**Consultation and Engagement**
11.1	• Relevant stakeholders will be consulted and engaged at appropriate stages throughout the lifespan of the *SAR Project*. This will include SFRS employees, employee representative bodies, local communities and partner agencies. • Consultation and engagement will form part of the wider SDMP Communications and Engagement strategy referenced below.
12	**Communications**
12.1	• A SDMP Communications Strategy is currently being developed in consultation with the SFRS Communications and Engagement business partner. • Communications, aimed at key stakeholders, will support the wider SDMP aims and objectives whilst aligning to *SFRS Change Programme* messaging. • Internal engagement continues at Directorate/Service Delivery Management level.
13	**Legal**
13.1	Relevant legislation includes: • Employee contracts of employment. • Equality Act 2010.
13.2	The project manager will collaborate with SFRS Legal and SFRS Human Resources to ensure that all legal obligations are met in terms of the Phase Two development.
13.3	SFRS Legal and SFRS Human Resources are both represented on the SDMP Board which provides oversight for the *SAR Project*.

14	**Business Case**
14.1	**Submission date**: September 2019 **Approved date**: April 2020 **Approved by**: SLT **Comments:** The *Futures Vision Project* (now *CRIM Project*) Business Case includes the provision of resources which directly contribute to the delivery of the *SAR Project* including: • SDMP Support Watch Commander; • External modelling and validation of resource distribution options.

15	**Risks**			
	Risk	**Probability**	**Impact of event**	**Mitigation to date**
15.1	All risks are captured within the *Station and Appliances Review Project Risk Register* and *Service Delivery Model Programme Risk Register*.			

16	**Acceptance Criteria**
16.1	1. A valid and viable suite of "risk-based options for change" in relation to station and pumping appliance distribution. These must be evidenced by community risk data, incident response data and incident response modelling which suggest that benefits could be gained in the efficiency, effectiveness or harmonisation of the service delivery model. 2. Alignment with current and predicted changes to community risk and associated service delivery demands. 3. Alignment with budgetary requirements.

17	**Benefits**
17.1	**Phase Two Benefits** 1. Identification of the least efficient community fire station based resources and creation of risk based options for achieving associated efficiency savings (non-cashable). 2. Provision of a robust methodology for determining the alignment of station and pumping appliance distribution with levels of community risk and firefighter risk (non-cashable). 3. Options for redistributing less efficient station based resources to locations of greater risk to provide a more harmonised delivery of service throughout Scotland (non-cashable).

18	**Disbenefits**
18.1	In locations where "risk-based options for change" are being developed the following disbenefits are possible: 1. Stakeholder perception of a reduction in operational response and resilience (non-cashable). 2. Employee perception of potential for development of less attractive terms and conditions of employment (non-cashable). 3. Negative media publicity (non-cashable). 4. Potential for reputational damage to SFRS (non-cashable).

19	**Performance Measures**
19.1	The delivery of the key milestones will be the main indicator of progress towards the successful delivery of the project.
19.2	Progress will be monitored and reported upon in quarterly Highlight Reports, which will be submitted to the Senior Management Board and Change Committee. Time, capacity, cost and quality will be measured.

20	**Project Tolerances**
20.1	Phase Two objectives are expected to be met within the timescales detailed as project milestones.

21	**Project Management Team Structure**
21.1	**Phase Two Structure** • Service Delivery Model Programme (SDMP) Board. • Service Delivery Model Programme (SDMP) Senior User Group. • Service Delivery Model Programme (SDMP) Team. • Station and Appliances Review (SAR) Project Manager.

22	**Project Role Descriptions**

22.1	• Service Delivery Model Programme Executive Lead
	    ○ Responsible for leading and directing the programme of projects.
	• Service Delivery Model Programme Lead
	    ○ Responsible for co-ordinating the SDMP Team in the delivery of the inter-related projects within the SDMP.
	• Station and Appliances Review Project Manager
	    ○ Responsible for delivering the SAR Project Phase Two – Design and Development objectives.

23	**Project Team Meeting Schedule**
23.1	• SDMP Board meetings – 6 weekly. • SDMP Team face-to-face and MS Teams meetings (weekly) chaired by the SDMP Lead. • Project workshops - scheduled as required.

24	**Equality Impact Assessment**
24.1	• The SDMP has engaged with SFRS Equality and Diversity (E&D) to develop the *SDMP Equality Impact* Assessment (EIA). • The SDMP EIA considers the full SDMP and is reviewed and revised as a live document on a regular basis. • Specific EIAs will be developed for each SAR change option. • The E&D manager is a member of the SDMP Board.

25	**Privacy Impact Assessment**
25.1	• The SDMP has engaged with the SFRS Information & Governance to produce a *SDMP Privacy Impact Assessment* (PIA). • The SDMP PIA considers the full SDMP and is reviewed and revised as a live document on a regular basis. • Specific PIAs will be developed for each SAR change option.

26	Appendices/Further Reading
26.1	Not applicable.

Prepared by:	GC Mark Loynd
Sponsored by:	John MacDonald, Head of Service Development
Presented by:	GC Mark Loynd

Links to Strategy

Fire and Rescue Framework for Scotland 2016
- *Strategic Priority 3 - Response and Resilience*
  - Analyses and evaluates community risk to determine geographical variances in Service Delivery demand.
  - Uses Best Value to prioritise and target SFRS resources, ensuring an appropriate response to incidents across Scotland whilst supporting improved outcomes for communities.
- *Strategic Priority 7 - Modernising Response*
  - Develops dynamic, innovative and sustainable operating systems throughout Scotland which are fit for purpose and meet local needs.

Scottish Fire and Rescue Service Strategic Plan 2019-22
- *Strategic Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.*
  - *Objective 1.3 -* We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.
- *Strategic Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.*
  - *Objective 2.1 -* We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.
  - *Objective 2.3 -* We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Governance Route for Report	Meeting Date	Comment
Service Delivery Model Programme Board	8th July 2021	Approved
Senior Management Board	14th July 2021	Approved
Change Committee	5th August 2021	For Scrutiny

Agenda Item 9.1
APPENDIX D

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT DOSSIER

Programme Number: **ST0013**

Agenda Item:

Project Name:	**DEMAND BASED DUTY SYSTEMS – PHASE TWO**
Project Start Date:	**June 2018 (Phase Two, January 2020)**
Project Finish Date:	**March 2026 (Phase Two, July 2023)**
Project Manager:	**GC MARK LOYND**
Executive Lead:	**JOHN MacDONALD HEAD OF SERVICE DEVELOPMENT**
Version:	**3.0**
Reason for Revision:	**ALIGNMENT WITH NEW STRATEGIC TIMELINE AND ADDITIONAL MILESTONES**

1	**Business Need**
1.1	The *Demand Based Duty Systems* (DBDS) *Project* is one of three projects within the *Service Delivery Model Programme* (SDMP). It was created through the amalgamation of two earlier projects, namely the *Demand Based Watch Duty Systems* (DBWDS) *Project* and the *Urban On-Call* (UOC) *Project*. These projects were initiated through the *SFRS Transformation Programme* (now the *SFRS Change Programme*) to address aspects of the *Response and Resilience* and *Modernising Response* strategic priorities from the *Fire and Rescue Framework for Scotland 2016*.
1.2	With the exception of one pumping appliance at Livingston Community Fire Station, Scottish Fire and Rescue Service (SFRS) continuously crews all of its wholetime pumping appliances twenty-four (24) hours per day via the SFRS Common Duty System (also known as the Five Watch Duty System).
1.3	The DBDS Project aims to create a more efficient alignment between appliance crewing arrangements and variations in the local Service Delivery demand profiles throughout Scotland. The resulting efficiency savings will help to increase capacity and productivity within the Service Delivery workforce.

2	**Specific Project Objectives**
2.1	**Project Objectives** 1. Research, test and deliver a suite of demand based duty systems for Scotland which utilise effective and efficient crew rostering options to meet local and national requirements. 2. Ensure that suitable and sufficient SFRS resources are available, when and where they are most likely to be required across Scotland, to safely and effectively respond to current and future operational risks. 3. Create capacity and flexibility within the station based SFRS workforce so that additional time can be allocated to the delivery of key SFRS objectives which enhance firefighter safety and provide improved outcomes for Scotland's communities.

	4. Realise financial efficiency savings within the station based workforce by aligning appliance crewing arrangements with local Service Delivery demands.
2.2	**Project Phases** The *DBDS Project* has been divided into three distinct phases: Phase One of the *DBWDS Project* and the *UOC Project* – Research and Initial Report - **Complete** Phase Two *DBDS Project*– Design and Development. Phase Three *DBDS Project*– Testing and Implementation. This project dossier details the delivery of Phase Two of the *DBDS Project*.
2.3	Phase Two Objectives - **Design and Development** Agree a set of criteria which will be used to determine the suitability of various "demand based duty system options". Engage with relevant Local Senior Officer areas and SFRS directorates to design and develop "demand based duty system options" which are valid and viable. Use operational response time modelling provided by Phase Two of the *Station and Appliances Review Project* to ensure that suitable speed and weight of emergency response can be achieved by each of the "demand based duty system options" being developed. Provide robustly evidenced justification for each of the "demand based duty system options" developed.
3	**Scope**
3.1	**Project Scope** The *DBDS Project* will use the *Community Risk Index Model* and "Service Delivery Demand Profiles" for each geographic area of Scotland to identify appropriate duty systems which create a more efficient alignment between fire appliance crewing arrangements and the demands of operational response and supporting Service Delivery activities.
3.2	**Phase Two Scope** 1. Use outputs from Phase Two of the *Community Risk Index Model Project* and the *Station and Appliances Review Project* to identify the pumping appliance locations which should be considered for the development of alternative "demand based duty system options". 2. Revise the "Operational Demand Profiles" generated by Phase One of the *Demand Based Watch Duty System* (DBWDS) *Project* to reflect the reductions in incident demand forecast by the UFAS Project options and use these to help determine local levels of Service Delivery demand. 3. Use the duty systems identified by Phase One of the *DBWDS Project* and *UOC Project* as the basis for engaging with relevant Local Senior Officer areas and internal business partners to develop, assess and refine suitable "demand based duty system options". 4. Consider potential impacts of any future expansion of the firefighter role.
4	**Assumptions**
4.1	1. Phase Two of the *Community Risk Index Model Project* and the *Station and Appliances Review Project* will: o provide geographic risk profiles which will indicate the likely prevention and response demands for Service Delivery resources; and

	o provide "Risk-Based Options for Change" which will indicate the potential geographic distribution of pumping appliances; and o facilitate the modelling of operational response times. 2. Relevant Local Senior Officer areas and internal business partners will provide the resources required to support the development, assessment and refinement of the "demand based duty system options".

5	Exclusions
5.1	**Project Exclusions** The *DBDS Project* does not consider the duty systems or work patterns of: • Non-uniformed SFRS employees. • Uniformed SFRS employees working to the *Flexible Duty System*.

6	Requirements

6.1	**Phase Two Project Requirements**
	1. Outputs from Phase Two of the *Community Risk Index Model Project*.
	  o Geographic community risk profiles.
	2. Outputs from Phase Two of the *Station and Appliance Review Project*.
	  o Potential geographic distributions of pumping appliances.
	  o Operational response time modelling and validation.
	3. Specific supporting activity demand information:
	  o Appliance and equipment testing and maintenance demands;
	  o Core and specialist response training demands;
	  o Community safety activity demands.
	4. Supporting resources from relevant Local Senior Officer areas and internal business partners in developing "demand based duty system options".
	5. Specification of a suitable IT based roster management system which can be configured to meet the requirements of the "demand based duty system options" being developed. This requires collaboration with the *People, Training, Finance and Assets Systems (PTFAS) Programme* and Central Staffing.
	6. Forecast incident demand reductions resulting from the *UFAS Project* options.

7	Outputs
7.1	**Suitability Criteria** An agreed set of criteria for determining the suitability of various "demand based duty system options".
7.2	**"Outline List" of Duty System Change Options** An "Outline List" of geographical locations where the *Community Risk Index Model*, "Service Delivery Demand Profiles", incident response modelling and internal consultation indicate that SFRS should consider alternative "demand based duty system options".
7.3	**"Refined List" of Duty System Change Options** A "Refined List" of robustly evidenced, valid and viable "demand based duty system options" developed through consultation from the "Outline List" of Duty System Change Options.
7.4	**"Implementation List" of Duty System Changes** A list of "demand based duty system changes" which has been subjected to best practices in formal public consultation and consequentially reviewed, revised and agreed through SFRS governance processes.

8	Milestones	
No.	**Milestone**	**Anticipated Delivery Date**
8.1	Agree a set of criteria (the SDMP Criteria for Change) for determining the suitability of various "demand based duty system options".	Delivered September 2020
8.2	Provide an evidenced list of geographical locations where SFRS could consider developing "Demand Based Duty System Change Options".	Delivered December 2020
8.3	Provide an "Outline List of Demand Based Duty System Change Options", which SFRS should consider, based on response modelling and internal consideration of the SDMP Criteria for Change.	March 2022
8.4	Provide a "Refined List of Demand Based Duty System Change Options" which has been robustly evidenced and formally selected through internal and external engagement based on the "Outline List".	August 2022
8.5	Conduct a formal public consultation on the "Refined List of Demand Based Duty System Change Options".	September to November 2022
8.6	Provide an "Implementation List of Demand Based Duty System Changes" reviewed and revised through analysis and response to the feedback generated during the formal public consultation process.	March to July 2023
9	Dependencies	

9.1	1. Phase Two of the *Community Risk Index Model Project*.
	2. Phase Two of the *Station and Appliance Review Project*.
	3. Selection of an alternative UFAS incident response policy by the *UFAS Project*.
	4. Pumping and specialist appliance crewing requirements and options identified by the *Operational Strategy Review*.
	5. Requirements of the *RVDS Strategy Project*.
	6. Variations to operational staffing or response including:
	   o Target Operating Model (TOM);
	   o Resource Based Crewing (RBC);
	   o Appliance crewing levels/models;
	   o Generic and site specific pre-determined attendances.
	7. *People, Training, Finance and Assets Systems (PTFAS) Programme:*
	   o Acquisition and configuration of a suitable crew rostering system.
	8. Predicted expansion of operational incident and supporting activity demand resulting from relevant *SFRS Change Programme* projects.
	9. Maintenance of effective employee relations in developing and implementing alternative "demand based duty system options".	

10	Stakeholders	
10.1	**Core Users** 1. Operational employees based at relevant Community Fire Stations. 2. Commanders with line management responsibility for relevant Community Fire Stations. 3. Watch based employees based at the three SFRS Operations Control Rooms. 4. Commanders with line management responsibility for the three SFRS Operations Control Rooms. 5. SFRS Central Staffing.	

10.2	**Internal Parties**
	Service Delivery Model Programme.
	1. People, Training, Finance and Assets Systems (PTFAS) Programme
	2. People and Organisational Development Function.
	a. Equality and Diversity
	3. Operations Function.
	a. Operational Strategy and Development
	b. Central Staffing.
	c. Operations Control.
	d. *Terrorist Response Project*.
	e. *RVDS Strategy Project*.
	4. Training Function.
	5. Safety and Assurance Function.
	6. Prevention and Protection Function.
	a. UFAS Project.
	7. Legal Services.
	8. Finance & Procurement Function.
	9. Asset Management Function.
	a. Property and Facilities
	10. Information and Communication Technology Function.
	11. Governance, Strategy and Performance Function.
	12. Communications and Engagement Function.
	a. Information Governance
	13. Portfolio Office.
	a. *Out of Hospital Cardiac Arrest Project*.
	b. *Safe and Well Visit Project*.
	c. *Command and Control Futures Project*.
	External Parties
	1. Fire service employee representative bodies:
	a. Fire Brigades Union (FBU).
	b. Fire Officers Association (FOA).
	c. Fire and Rescue Services Association (FRSA).
	2. Scottish Government.
	3. Members of Scottish Parliament.
	4. Members of UK Parliament.
	5. Scottish Category 1 Responder Agencies.
	6. Community Councils served by relevant community fire stations.
	7. Communities served by relevant community fire stations.
	8. Press and media agencies.
	9. National Fire Chiefs Council (NFCC).
11	**Consultation and Engagement**
11.1	• Relevant stakeholders will be consulted and engaged at appropriate stages throughout the lifespan of the *DBDS Project*. This will include SFRS employees, employee representative bodies, local communities and partner agencies.
	• Consultation and engagement will form part of the wider SDMP Communications and Engagement strategy referenced below.
12	**Communications**
12.1	• A SDMP Communications Strategy is currently being developed in consultation with the SFRS Communications and Engagement business partner.

	• Communications, aimed at key stakeholders, will support the wider SDMP aims and objectives whilst aligning to *SFRS Change Programme* messaging. • Internal engagement continues at Directorate/Service Delivery Management level.
13	**Legal**
13.1	Relevant legislation includes: • Health and Safety at Work etc. Act 1974. • The Working Time Regulations 1998 (as amended). • Employee contracts of employment. • Equality Act 2010.
13.2	The project manager will collaborate with SFRS Legal and SFRS Human Resources to ensure that all legal obligations are met in terms of the Phase Two development. SFRS Legal and SFRS Human Resources are both represented on the SDMP Board which provides oversight for the *DBDS Project*.
14	**Business Case**
14.1	**Submission date**:　　September 2019 **Approved date**:　　　April 2020 **Approved by**:　　　　SLT **Comments:** The *Futures Vision Project* (now *CRIM Project*) Business Case includes the provision of resources which directly contribute to the delivery of the *DBDS Project* including: • SDMP Support Watch Commander; • External modelling and validation of resource distribution options.
15	**Risks**

15.1	**Risk**	**Probability**	**Impact of event**	**Mitigation to date**
	All risks are captured within the *Demand Based Duty Systems Project* risk register and *Service Delivery Model Programme* risk register.			

16	**Acceptance Criteria**
16.1	1. Compliance with legal requirements. 2. Demonstration of due regard to the NJC Scheme of Conditions of Service. 3. Alignment with current and predicted changes in Service Delivery demand. 4. Enhancement of efficiency and the creation of sufficient additional capacity within the station based workforce. 5. Alignment with budgetary requirements.
17	**Benefits**
17.1	1. Development of community fire station based capacity saving options which improve employee flexibility and productivity (non-cashable). 2. Development of more efficient and flexible crew rostering options for SFRS fire appliances (cashable and non-cashable). 3. Development of options which will contribute to improving the effectiveness and efficiency of crew roster management systems (cashable and non-cashable).

18	Disbenefits
18.1	In locations where "demand based duty system options" are being developed the following disbenefits are possible: 1. Stakeholder perception of a reduction in operational response and resilience (non-cashable). 2. Employee perception of potential for indirect financial detriment or less attractive terms and conditions of employment (non-cashable). 3. Negative media publicity (non-cashable). 4. Potential for reputational damage to SFRS (non-cashable).
19	**Performance Measures**
19.1	The delivery of the key milestones will be the main indicator of progress towards the successful delivery of the project.
19.2	Progress will be monitored and reported upon in quarterly Highlight Reports, which will be submitted to the Senior Management Board and Change Committee. Time, capacity, cost and quality will be measured.
20	**Project Tolerances**
20.1	Phase Two objectives are expected to be met within timescales detailed as project milestones.
21	**Project Management Team Structure**
21.1	• Service Delivery Model Programme (SDMP) Board. • Service Delivery Model Programme (SDMP) Senior User Group. • Service Delivery Model Programme (SDMP) Team. • Demand Based Duty System (DBDS) Project Manager.
22	**Project Role Descriptions**

22.1	• Service Delivery Model Programme Executive Lead
	  ○ Responsible for leading and directing the programme.
	• Service Delivery Model Programme Lead
	  ○ Responsible for co-ordinating the SDMP Team in the delivery of the inter-related projects within the SDMP.
	• DBDS Project Manager
	  ○ Responsible for delivering the DBDS Project Phase Two - Design and Development objectives.

23	**Project Team Meeting Schedule**
23.1	• SDMP Board meetings – 6 weekly. • SDMP Team face-to-face and MS Teams meetings (weekly) chaired by the SDMP Lead. • Project workshops - scheduled as required.
24	**Equality Impact Assessment**
24.1	• The SDMP has engaged with SFRS Equality and Diversity (E&D) to develop the *SDMP Equality Impact* Assessment (EIA). • The SDMP EIA considers the full SDMP and is reviewed and revised as a live document on a regular basis.

	• Specific EIAs will be developed for each DBDS change option. • The E&D manager is a member of the SDMP Board.
25	**Privacy Impact Assessment**
25.1	• The SDMP has engaged with the SFRS Information & Governance to produce a *SDMP Privacy Impact Assessment* (PIA). • The SDMP PIA considers the full SDMP and is reviewed and revised as a live document on a regular basis. • Specific PIAs will be developed for each DBDS change option.
26	**Appendices/Further Reading**
26.1	Not applicable.

Prepared by:	GC Mark Loynd
Sponsored by:	John MacDonald, Head of Service Development
Presented by:	GC Mark Loynd
Links to Strategy	

Scottish Fire and Rescue Service Strategic Plan 2019-22
Strategic Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.
• Objective 1.3 - We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.
Strategic Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.
• Objective 2.1 - We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.
• Objective 2.2 - We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.
• Objective 2.3 - We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies.

Governance Route for Report	Meeting Date	Comment
Service Delivery Model Programme Board	8th July 2021	Approved
Senior Management Board	14th July 2021	Approved
Change Committee	5th August 2021	For Scrutiny

90
Agenda Item 9.1
APPENDIX E

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT CHANGE REQUEST

Programme Number: ST0011

Agenda Item:

Project Name:	**SAFE & WELL**
Change Category:	**SCOPE, TIME, RESOURCE AND COST**
Change Number:	**4**
Request Date:	**JULY 2021**
Project Manager:	**GC KEVIN MCCUSKER**
Executive Lead:	**DACO ALI PERRY**

1	Justification
1.1	Following the decision to extend the project time line to facilitate an extended Safe & Well (S&W) key element pilot (test of change), prior to full roll out. Changes to the project dossier are requested to detail the amendments required.
1.2	Proposed financial expectations detailed within the project business case correlate to the project dossier. Any amendment to project dossier will inform the requirements of the business case.
1.3	It is important to ensure good governance and scrutiny that any proposed changes and amendment to the project dossier are captured and progressed through the agreed governance routes.

2	Description of Change
2.1	An outline of the changes made include;
2.2	• An extension in project timeline to incorporate an extended pilot • The inclusion of a pilot within the project scope • The reordering and addition of supplementary milestones in stage 2, 3 and 4 • The inclusion of analysis of the pilot within the project outputs • The associated resource and financial implications relevant to the amended timeline
2.3	Project Dossier amendments include; Project timeline April 2018 – April 2022 3.0 Scope (3.1) (z) Undertake a pilot and test of change of the key S&W elements. 6.0 Outputs (6.1) (g) Analysis of pilot and test of change of key elements of S&W 7.0 Milestones

Appraisal paper on design and branding for S&W	July 2021
S&W staff training package complete	August 2021
Finalised ICT system build	August 2021

	Suitable performance measures and evaluation criteria for S&W pilot established.	August 2021
	Deployment of S&W progressive App on to CAT Laptop/Tablet	September 2021
	Full ICT system User Acceptance Testing (UAT)	September 2021
	Draft S&W Policy and all supporting documents, Procedure, Guidance, Forms, Risk Assessments	September 2021
Stage Three – Pilot of S&W (utilising Plan, Do, Study, Act model)		
	Complete all preparations for extended pilot (pilot action plan)	September 2021
	Pilot of key elements of S&W	Oct 2021 – Mar 2022
	Evaluate S&W Pilot	April 2022
	Present findings of pilot and seek direction on S&W implementation	April 2022
	Review Stage Four milestones	TBC
Stage Four – Roll out of S&W		
	S&W ICT system transitioned to ICT business as usual	Date to be confirmed pending direction April 2022
	Implement S&W Communication & Engagement strategy	
	Roll out of ICT Training and hardware devices	
	Implement S&W Training implementation plan	
	Roll out of S&W across SFRS	

12.0 Business Case
(12.1) July 2021 resource requirements to be extended for the duration of the agreed extension, including staff salary costs. 2021 Training budget to be released, but required for any future roll out.

3	**Reason for Change**
3.1	• To allow a test of change of the system and key components in an operational environment • To allow feedback and analysis of a major SFRS project prior to wider implementation • Allow project progress whilst a suitable roll out date is identified • Contribute to delivering a quality product • Highlight increase in overall project costs • Ensure good project governance

4	**Impact Assessment**
4.1	**Impact on Scope**
4.1.1	The addition of an extended pilot has been included in the scope of the project.
4.1.2	It should be noted a delay in implementation will have a direct impact on any benefit realisation timescales as identified within the project dossier.
4.2	**Impact on Risk**
4.2.1	Undertaking a pilot and test of change of key elements of the S&W project will mitigate risk prior to a full roll out.
4.2.2	A project risk register is maintained and continually reviewed by the Project Manager
4.3	**Impact on Time**
4.3.1	The project timescales have been extended to facilitate the extended pilot. The implementation and full roll out of S&W will be revisited after the evaluation of the pilot.
4.4	**Impact on Resources**
4.4.1	People resources and pressures on key supporting functions are challenging in the current climate and will require continued stakeholder buy in.

4.4.2	Following consultation with the project business partner, and subject to approval resource costs to support the extended pilot could be contained within the existing allocated budgets.
4.4.3	Approval for an extended pilot will allow the allocated 2021 training budget to be released, cognisance of this and other elements within the business case required to implement S&W in the future will need to be identified and recognised as pressures for the 2021/22 budget setting process. Current forecasting projects a reduction in required funds to support future training requirements.
4.4.4	Any costs that cannot be contained within the current business case will be considered as a financial disbenefit.

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

5	**Options Appraisal**
5.1	**Long and Short Lists of Options**
5.1.1	A S&W options paper was presented to the S&W PB and SMB May 2021 • Highlighting the challenges identified in the interim review (March 2021) • Setting out options for consideration for the S&W project based on the challenges, and • Seeking approval for the recommended option detailed within the options paper.
5.2	**Detailed Options Appraisal**
5.2.1	A detailed options appraisal is not applicable to this changes request.
5.3	**Preferred Option**
5.3.1	The Senior Management Board are asked to approve the changes outlined and associated amendments to the project dossier.

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

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

Links to Strategy

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

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

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

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

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

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

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

Change Request History	Meeting Date	Comment
Change to Scope and Schedule	*28 October 2019*	*Approved*
Change to Schedule	*19 August 2020*	*Approved*
Change to Cost	*20 January 2021*	*Approved*
Change to Scope, Time, Resource and Cost	*14 July 2021*	*For Approval*
Governance Route for Report	**Meeting Date**	**Comment**
Project Board	*14 July 2021*	*Approved.*
Senior Management Board	*14 July 2021*	*Verbal update provided on feedback from Project Board, changes approved.*
Change Committee	*05 August 2021*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT DOSSIER

Programme Number: ST0011
Agenda Item:

Project Name:	**SAFE AND WELL (S&W)**
Project Start Date:	**1 APRIL 2018**
Project Finish Date:	**29 APRIL 2022**
Project Manager:	**GROUP COMMANDER KEVIN MCCUSKER**
Executive Lead:	**HEAD OF PREVENTION & PROTECTION ALASDAIR PERRY**
Author:	**GROUP COMMANDER KEVIN MCCUSKER**
Version:	**5.0**
Reason for Revision:	**AMENDMENT TO PROJECT DOSSIER TO INCLUDE FORMAL PILOT AND EXTENSION TO TIMELINE**

1.0	Business Need
1.1	The Fire and Rescue Framework for Scotland 2016 which came into effect from 1st September 2016 sets out the Scottish Governments expectations of the Scottish Fire and Rescue Service (SFRS). The Framework highlights the purpose of the SFRS and the role the service plays in the delivery of national outcomes. It also emphasised the on-going drive to reform public services, built on the four pillars of the Christie Commission and specified that transformation of the SFRS was to be one of ten Strategic Priorities set by Scottish Ministers. It states that the SFRS should continue to ensure that the benefits of Fire Reform are fully realised, evidenced and tracked, and it should explore through service redesign new and innovative ways in which it can improve the safety and well-being of communities throughout Scotland by building on the traditional roles carried out by the Service.
1.2	A key outcome within the SFRS strategic plan 2019-2022 states that "collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth". This is underpinned by the Services strategic objective to continue to work with its partners to ensure targeted prevention and early intervention are at the heart of what they do to enhance community safety and wellbeing. In accordance with this objective the Service will continue to review and evolve prevention activities to ensure both strategic objectives and outcomes are realised and continue to contribute to creating better outcomes for the people of Scotland.
1.3	One aspect of the SFRS vision is the proposed extension of a firefighter's prevention role to support improving health and quality of life outcomes for those most at risk in their communities. The prevention work undertaken by the SFRS has already contributed to a significant reduction in fires and fire deaths. However, the risks facing Scotland have changed and the SFRS must change to meet them. Whilst fires are reducing the communities of Scotland are facing new and emerging risks. The population is ageing with a significant rise in the number of over 65's predicted over the next 20 years. These trends

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

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

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

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

	1st phase ICT system build	July 2020
	Communication Strategy and Internal and External Engagement Plan	August 2020
	Establish Data Sharing agreement as part of the partnership pack	August 2020
	Training Implementation Plan - develop and schedule training programme	September 2020
	ICT/P&P system user testing for all requirements built up to July 2020	September 2020
	Design and develop branding for S&W	October 2020
	Consider partner secondments both in and out to support S&W development and delivery	October 2020
	Provide options to replace current external contact centre	December 2020
	Establish National and Local partnerships to support the S&W Visit topics and referral pathways	December 2020
	Appraisal paper on design and branding for S&W	July 2021
	S&W staff training package complete	August 2021
	Finalised ICT system build	August 2021
	Suitable performance measures and evaluation criteria for S&W pilot established.	August 2021
	Deployment of S&W progressive App on to CAT Laptop/Tablet	September 2021
	Full ICT system User Acceptance Testing (UAT)	September 2021
	Draft S&W Policy and all supporting documents, Procedure, Guidance, Forms, Risk Assessments	September 2021
	Stage Three – Pilot of S&W (utilising Plan, Do, Study, Act model)	
7.3	Complete all preparations for extended pilot (pilot action plan)	September 2021
	Pilot of key elements of S&W	Oct 2021-Mar 2022
	Evaluate S&W Pilot	April 2022
	Present findings of pilot and seek direction on S&W implementation	April 2022
	Review Stage Four milestones	TBC
	Stage Four – Roll out of S&W	
	S&W ICT system transitioned to ICT business as usual	Date to be confirmed pending direction April 2022
	Implement S&W Communication & Engagement strategy	
	Roll out of ICT Training and hardware devices	
	Implement S&W Training implementation plan	
	Roll out of S&W across SFRS	
8.0	**Dependencies**	
8.1	The implementation of S&W into the SFRS will see a wide range of cross Directorate/Area dependencies. These will include P&P, SDA's, Training, ICT, Finance, HR, Information Governance, Service Delivery, Performance Data Services, Health & Safety, Corporate Communications, Legal Services, Risk Management, and Equality & Diversity.	
8.2	To assist with managing these dependencies and provide the appropriate level of governance a S&W project board has been created with the membership reflecting cross directorate/ areas of the SFRS that are required to work together to support successful delivery of this project.	
8.3	Some of the key dependencies are: a) Staff Terms & Conditions.	

	b) Potential impact of other programmes of work on S&W project. c) Effective communication and engagement strategy, deployed as needed throughout the life of the project. d) Involvement and support from external agencies/organisations. e) Development and agreement of appropriate SLA's/ MOU's/ISP's and compliance with General Data Protection Regulations (GDPR). f) Availability of funds to support the project. g) Design, development and implementation of S&W ICT management system including all relevant software/ hardware. h) Development and delivery of suitable training strategy.
9.0	**Stakeholders**
9.1	The following are the key stakeholders in respect of this project:
9.2	Internal: All SFRS employees, employee representatives and SFRS Board members. In particular the following areas/directorates: a) Corporate Communications b) Equality and Diversity c) Finance d) People and Organisational Development e) ICT f) Information Governance g) Legal Services h) Performance Data Services i) Prevention and Protection j) Risk Management k) Service Delivery/ Local Senior Officer Area's l) Training, Safety and Assurance
9.3	External: a) Community Planning Partners b) Health and Social Care Partners c) Housing Partners d) Local Authorities e) Scottish Government f) Scottish Community Safety Network g) Third Sector Organisations h) Representative Bodies
10.0	**Consultation and Engagement**
10.1	In support of the SFRS Portfolio of work, in-depth communications and engagement strategies are being developed and implemented, covering both SFRS staff and external stakeholders.
10.2	A representative from Corporate Communications will be a member of the project team and as part of the S&W project a specific objective will be to consider and deliver appropriate communications and engagement activity. A key focus of this will be to generate understanding of the scope of the S&W visit and to communicate this effectively with colleagues, stakeholders and the public.

11.0	Risks
11.1	A separate risk register has been developed for this project with key risks having been identified.
11.2	The risk register will be continually reviewed and updated as the project progresses.
12.0	**Business Case**

12.1	**Original Submission date:**	October 2019
	Approval date:	March 2020
	Approved by:	SLT
	Comments:	December 2020 additional funds of £50k allocated to S&W ICT Capital budget and reflected in monthly capital monitoring reports.
		July 2021 resource requirements to be extended for the duration of the agreed extension, to include staff salary costs. 2021 Training budget to be released, but will be required for any future roll out.

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

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

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

16.0	Performance Measures
16.1	As well as fire related outcomes, the S&W performance will need to reflect wider health and wellbeing outcomes. Prevention is difficult to measure, but the SFRS will be able to report on numerical measures, including visits undertaken, referrals on to other partners and the provision of safety / prevention / health information. As part of the project group, consideration will be given to additional performance measures around the quality of the

	visits and staff satisfaction etc. An initial benefit profile summary has been developed for the S&W project which will be continually reviewed/ updated during the life of the project. It is highlighted within the initial benefit profile summary that once the scope and content of Safe & Well is developed/ agreed, that appropriate performance measures will then be identified.
16.2	Ultimately the introduction of S&W aims to have a positive impact on a number of outcome related performance measures including the reduction of fire related incidents within dwellings, the number of fire casualties encountered in dwelling fires and a reduction in those being exposed to other forms of unintentional harm accidents/injuries.
16.3	The outcomes of S&W will be reflected in Service performance measures. These will be identified and agreed with the Strategic Planning, Performance and Communications Directorate and aligned to the SFRS Performance Management Framework.
17.0	**Project Tolerances**
17.1	The project tolerances identified are time and cost; • Time is +/- 3 months for project milestones • Cost is 10 % of overall budget as allocated through business case process
18.0	**Project Management Team Structure**
18.1	The outline project management team structure can be found in Appendix 1. This may be augmented with additional members where the project management team deems this to be necessary.
19.0	**Project Role Descriptions**
19.1	Executive Lead The Executive Lead is ultimately responsible for the project. Their role is to ensure that the project is focussed throughout its life on achieving its objectives and delivering the S&W project to achieve the benefits identified.
19.2	S&W Project Board The S&W Project Board supports the executive lead and is responsible for the direction of the project within the remit established.
19.3	S&W Project Manager The Project Manager has the authority to run the project on a day to day basis on behalf of the executive lead and the project board within the constraints laid down by them.
19.4	S&W Project Work Groups Each project work group lead will support the Executive Lead and Project Manager via the S&W board, by coordinating the activities of their group to deliver against their respective areas of responsibility.
20.0	**Project Team Meeting Schedule**
20.1	S&W Project Board will meet regularly and as required for the duration of the project. S&W Project Team will meet every two months for the duration of the project S&W Task and Finish sub groups will meet at a duration to be agreed and until the particular component/task they have responsibility for is developed/completed.

21.0	Equality Impact Assessment
21.1	An Equality Impact Assessment (EIA) has been developed for the overarching SFRS change vision. This has been complimented by a specific EIA for the S&W project and includes work around an equality gathering and monitoring process for S&W.
22.0	Privacy Impact Assessment
22.1	A privacy impact assessment has been developed for the Safe & Well project.
23.0	Appendices/Further Reading
23.1	Appendix 1: Project Management Arrangements.

Links to Strategy

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

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

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

Governance Route for Report	Meeting Date	Comment
S&W Project Team	*27 June 2018*	*Noted.*
S&W Project Board	*TBC*	*Approved for submission.*
Programme Office Board	*23 January 2019*	*Approved.*
Transformation and Major Projects Committee	*7 February 2019*	*Approved.*
Programme Office Board (Revision 2)	*28 October 2019*	*Approved.*
Project Team	*6 November 2019*	*Noted.*
Transformation and Major Projects Committee	*7 November 2019*	*Scrutiny provided.*
S&W Project Team (Revision 3)	*24 June 2020*	*Noted.*
S&W Project Board	*01 July 2020*	*Approved for submission.*
Senior Management Board	*19 August 2020*	*Amendments requested prior to approval.*
Transformation and Major Projects Committee	*5 November 2020*	*Scrutiny provided.*
Senior Management Board	*20 January 2021*	*Approved with minor amendments.*
Transformation and Major Projects Committee	*04 February 2021*	*Scrutiny provided.*
S&W Project Board	*14 July 2021*	*Approved.*
Senior Management Board	*14 July 2021*	*Verbal update provided on feedback from Project Board to SMB, changes approved.*
Change Committee	*05 August 2021*	*For scrutiny*

Appendix 1: Project Management Arrangements

```
┌─────────────────────┐        ┌──────────────────┐        ┌──────────────────────┐
│ -Senior Management  │────────│ SAFE AND WELL    │────────│ Strategic Leadership │
│  Board              │        │ PROJECT BOARD    │        │ Team                 │
│ -Change Committee   │        └──────────────────┘        └──────────────────────┘
└─────────────────────┘
```

SAFE AND WELL PROJECT BOARD

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

```
┌─────────────────────┐        ┌──────────────────┐
│ Programme Officer   │────────│ SAFE AND WELL    │
└─────────────────────┘        │ PROJECT TEAM     │
                               └──────────────────┘
```

SAFE AND WELL PROJECT TEAM

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

```
┌──────────────────────┐
│ -Project Brief       │
│ -Project Dossier     │
│ -Project Change      │
│  Requests            │
│ -Project Closing     │
│  Report              │
└──────────────────────┘
```

SAFE AND WELL PROJECT WORK GROUPS

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

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: C/CC/22-21

Agenda Item: 10.1

Report to:	CHANGE COMMITTEE						
Meeting Date:	5 AUGUST 2021						
Report Title:	GATEWAY REVIEW – ACTION PLAN UPDATE						
Report Classification:	For Information Only	**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 close the Gateway Review action plan.

2	Background
2.1	Between 17-19 February 2020 an Independent Assurance Team from Scottish Governments Programme and Project Management Centre of Excellence carried out a Gateway Review of the SFRS Programme Office. The findings of this review were reported to SMB on 2 April 2020. The Gateway Review Action Plan was created to track the progress of recommendations from the findings. This has been updated following the appointment of the new Head of Portfolio.

3	Main Report/Detail
3.1	Following the appointment of the Head of Portfolio and the ongoing review of the Portfolio Office, it is recommended that the current actions outstanding on the Gateway Review action plan are closed. These will form part of the review of the Portfolio Office and will be reported to Senior Management Board on a regular basis.

4	Recommendation
4.1	Senior Management Board approved closure of the action plan. The Change Committee are asked to note the closure of the Action Plan.

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

5.5 5.5.1	**Health & Safety** There are no direct key health and safety implications arising from this report.
5.6 5.6.1	**Training** There are no direct key training implications arising from this report.
5.7 5.7.1	**Timing** There are no direct key timing implications arising from this report.
5.8 5.8.1	**Performance** There are no direct key performance implications arising from this report.
5.9 5.9.1	**Communications & Engagement** There are no direct key communication and engagement implications arising from this report.
5.10 5.10.1	**Legal** There are no direct key legal implications arising from this report.
5.11 5.11.1	**Information Governance** A Data Protection Impact Assessment has not been conducted for the Gateway Review Plan.
5.12 5.12.1	**Equalities** An Equality Impact Assessment has not been conducted for the Gateway Review Plan.
5.13 5.13.1	**Service Delivery** There are no direct key service delivery implications arising from this report.
6	**Core Brief**
6.1	Not applicable
7	**Appendices/Further Reading**
7.1	Appendix A – Gateway Review Action Plan

Prepared by:	Gillian Buchanan, Portfolio Office
Sponsored by:	ACO Paul Stewart, Director of Service Development
Presented by:	Andy Main, Head of Portfolio

Links to Strategy and Corporate Values
Outcome 4 – we are fully accountable and maximise our public value by delivery a high quality, sustainable fire and rescue service for Scotland.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Senior Management Board	*14 July 2021*	*For Approval*
Change Committee	*5 August 2021*	*For Information Only*

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
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	Completed	Senior Management Board	MSP Training was delivered in Nov/Dec 2020 for Portfolio Office and Exec Leads. SRO training was delivered in Nov 2020. Executive Lead training is scheduled for end of Jan, Feb and March 2021. Further MSP training will take place for Project/programme managers in March 2021.

Gateway Review Recommendation No.4	Develop project tools to show progress and gateways that provide Executive leads with a clear picture of progress on a page.				
Interdependences					
Status	Essential		**Report Reference Section**		5
SFRS Proposed Action	**Lead Officer**	**Expected Completion date**	**RAG Status**	**Monitoring Location**	**Comments**
R4/1 Develop benefits management tracking and reporting system	Gillian Buchanan	Completed		Senior Management Board	Benefits Management Tracker has been developed and is reported on monthly to Senior Management Board. Further work will be done to refine this to enable deeper scrutiny of the benefits
R4/2 Implementation of a Project Management System	Gillian Buchanan	On Hold		Senior Management Board	Head of Portfolio is now in place and a review of the current portfolio 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**

	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	On Hold		Senior Management Board	Head of Portfolio is now in place and a review of the current portfolio 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**

	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	On Hold		Senior Management Board	Head of Portfolio is now in place and a review of the current portfolio will be undertaken as a key priority

+

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

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: C/CC/21-21

Agenda Item: 10.2

Report to:	**CHANGE COMMITTEE**							
Meeting Date:	**5 AUGUST 2021**							
Report Title:	**RRU, RFTP & NWDS 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**						
		A	B	C	D	E	F	G

1	**Purpose**
1.1	Following recent post project evaluations carried out for the Rapid Response Units (RRU), Rural Full Time Post (RFTP) and the recent New Watch Duty System (NWDS) project, findings have been collated, where appropriate, and added to a combined action plan.
1.2	The purpose of this report is to put forward the NWDS project evaluation and the revised action plan to now include actions arising from the recent NWDS evaluation, as requested by the Senior Management Board (SMB), for scrutiny.

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 post project evaluation for the NWDS has been put forward to the August CC meeting for scrutiny.
2.3	Post project evaluations were previously carried out for the RRU & RFTP projects over the course of 2020 and 2021 and were approved by the Senior Management Board, with scrutiny provided by the Change Committee (CC) (previously known as the Transformation and Major Projects Committee).
2.4	The findings from all three evaluations (NWDS, RRU & RFTP) have now been populated into a combined action plan and has also been put forward for CC scrutiny.

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, RFTP and NWDS project evaluations identified a combined total of 69 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 now key portfolio members are in place.
3.6	The project evaluations also contained other minor changes to the original documents; - Grammar has been corrected where anomalies were identified.

4	**Recommendation**
4.1	The CC is requested to provide scrutiny of the NWDS evaluation report and the revised, combined, action plan. The combined action plan will be included as an appendix to the RRU & RFTP evaluation reports.

5	**Key Strategic Implications**
5.1 5.1.1	**Risk** 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.
5.2 5.2.1	**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.
5.3 5.3.1	**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.
5.4 5.4.1	**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.
5.5 5.5.1	**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.
5.6 5.6.1	**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.

5.7 5.7.1	**Timing** 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.
5.8 5.8.1	**Performance** The evaluations and subsequent action plans will support the continued development of project methodology for SFRS, supporting its performance.
5.9 5.9.1	**Communications & Engagement** There is no foreseen impact on Communications & Engagement.
5.10 5.10.1	**Legal** There is no foreseen impact on Legal Services.
5.11 5.11.1	**Information Governance** 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.
5.12 5.12.1	**Equalities** A EPIA is not applicable for this report, however, it should be noted an EPIA has been identified as an action and is listed within the plan.
5.13 5.13.1	**Service Delivery** The impact of projects to *business as usual* activity is a consideration of the actions outlined by these evaluations; this will include Service Delivery.
6	**Core Brief**
6.1	Not applicable
7	**Appendices/Further Reading**
7.1	Appendix A: NWDS Project Evaluation Report
7.2	Appendix B: RRU, RFTP & NWDS Evaluation Combined Action Plan

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
Change Committee	*05 August 2021*	*For scrutiny.*

Service Development

SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

NEW WATCH DUTY SYSTEM PHASE ONE & TWO

Post Implementation, Project Evaluation

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*	*Evaluation Scope, scrutiny provided.*
Senior Management Board	*19 May 2021*	*Approved, action plan to be created and combined with those findings from RFTP & RRU evaluations.*
Senior Management Board	*16 June 2021*	*Action plan added as appendix, approved.*
Change Committee (previously known as Transformation and Major Projects Committee)	*05 August 2021*	*For scrutiny.*

Safety. Teamwork. Respect. Innovation.

INDEX

A) RFTP, RRU & NWDS PROJECT EVALUATION COMBINED ACTION PLAN

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 operated with Four Watch Duty Systems (4WDS) each having its own system 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 wholetime 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 Identified,** 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.

2. PROJECT EVALUATION EXECUTIVE SUMMARY

The New Watch Duty System (NWDS) 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.

POSITIVES

- The overarching objective of the project 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. This has been largely achieved both as part of the project and as part of business as usual.
- By using Kronos as the single whole-time staff governance software package, several other legacy staff management systems were removed; which realised a measurable cash benefit.
- A fifth national watch was created and introduced to the SFRS.
- The project demonstrated cross directorate partnership working which supported delivery of its objectives.
- The evaluation recognises the growth and continued improvement of the governance and methodology that has been put in place by the Portfolio Office since the initiation of this project.
- The end of project evaluation has provided the opportunity to review and consider improvements to current project methodology. Project Lessons Identified and those future considerations outlined as part of the evaluation will be invaluable to the Service.

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;

- Change Management; the need for supporting methodology within Portfolio, Programme and Project governance.

- Business as usual (BAU);
  - Wider consideration of BAU change and work activity and how this is factored into Portfolio, Programme and Project planning and overarching governance.
  - The transition of project activity into BAU is not currently captured in internal project management methodology, further consideration should be given to the support and tools that can be put in place to support this transition with a focus on reaching the desired positive outcomes.
  - Future consideration should be given around the timing of project closures and when implementing change activity, identifying where there would be merit for the transition into BAU to form part of the project timeline and lifecycle.

- o Future consideration should be given to the assessment of impact to BAU to ensure planning and resources can be made appropriately during the transition of project activity into BAU.

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

- Future consideration should be given to the following elements and the associated project methodology; how they are derived, how they are measured and how they will support self-assessment and scrutiny throughout the project life span.
    - o A projects delivery to quality
    - o A projects delivery to resources & skills
    - o Project performance measurements
    - o Acceptance criteria

- The methodology that could be put in place to support financial forecasting, particularly surrounding BAU/annual operating costs, is there an opportunity for further learning to be taken away from this project to aid improved forecasting in the future?

- 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 project data being collated and shared across the Service.

AUTHORS NOTE

It should be noted from the outset of this review that the Scottish Fire and Rescue Service (SFRS) project management and methodology has evolved and developed since 2015, when this project started.

As part of the research carried out by the evaluation team, and for transparency, it should also be noted a third project was initiated, as part of business as usual (BAU), in order to achieve the embedding and wider implementation of the system. This could be seen as a third phase of the NWDS project and is acknowledged as being very much interlinked with the overarching benefit aspirations of NWDS.

This third phase was called the Common Duty System (CDS) / Flexi Duty Manager (FDM) project and, as it was part of BAU, it did not benefit from the enhanced scrutiny and support of the Portfolio Office and the Transformation and Major Projects Committee (TMPC) recently renamed the Change Committee: Strategic Change and Major Projects however, a project Board was in place.

It is important to reiterate that this evaluation will focus on the project methodology review of phases one and two of this project, however, it is recognised the starting point of the phase three project was the closure of phase two.

Future consideration should be given to a further technical review of this project to ensure pertinent lessons can be captured and the learning shared.

At the time of the project initiation the Change Committee: Strategic Change and Major Projects was known as the Service Transformation Committee, to avoid confusion, throughout the report the committee will be referred to as the TMPC as it was known throughout the majority of this project lifespan.

3. PROJECT HEALTH

There are limited reported details on the projects health throughout its life cycle, this is likely due to project governance practises at the time. Project status reports were available during the time of the evaluation however these are not recorded as having been submitted to the TMPC.

Due to the inconsistency with the reporting at the time, the evaluation team have captured the updates provided to TMPC and outlined below.

Reported project health during lifecycle:

Phase	TMPC Meeting	Reported Project Health			
		Delivery to Time	**Delivery to Cost**	**Delivery to Quality**	**Resource Status**
Ph 1	June 2015	*Dossier (v0.3) enters TMPC governance*			
Ph 1	September 2015	*Revised Dossier (v1.1) - Approved*			
Ph 1	December 2015	*Updates not provided*			
Ph 1	March 2016	🟩 (green)	-	-	🟩 (green)
Ph 1	May 2016	*Closing Report Phase One - Approved**			
Ph 2	July 2016	🟧 (amber)	🟩 (green)	🟩 (green)	🟧 (amber)
Ph 2	December 2016	🟩 (green)	🟩 (green)	🟩 (green)	🟩 (green)
Ph 2	March 2017	🟩 (green)	🟩 (green)	🟩 (green)	🟩 (green)
Ph 2	May 2017	🟩 (green)	🟩 (green)	🟩 (green)	🟩 (green)
Ph 2	August 2017	*Closing Report Submission (1)*			

Ph 2	November 2017 - 2018	*Updates not provided*			
Ph 2	November 2018	*Closing Report Submission (2)*			
Ph 2	February 2019	███	███	███	**-**
Ph 2	May 2019	███	███	███	███
Ph 2	May 2019	*Closing Report Submission (3)*			
Ph 2	August 2019	███	███	███	███
Ph 2	August 2019	*Closing Report Submission (4) - Approved*			

*It is not documented when the phase two dossier went to TMPC, however, the dates captured indicate when the reporting phase changed.

Project delivery to time

If the evaluation was to review these status's in isolation it could be presumed that the project was of good health throughout its life and remained within the remit of tolerances agreed by appropriate parties until its closure phase; where constructive feedback was provided to enable the projects approval for closure in August 2019.

There was one change to the projects delivery timeline and an extension provided of two weeks to the go live date, initially scheduled for the 1st April 2017, to the 15th April 2017. The other options in relating to timeline extensions and the decisions made could not be documented at the time of the evaluation, however, the updated go live date is acknowledged within closing paperwork as the date of closure. It is noted both phase one and two delivered their objectives in alignment with the agreed time lines.

However, with consideration of previously captured lessons, the timelines for this project were challenging, with go live dates interlinked with strategic activity. This can be somewhat validated simply by consideration of the start and end dates of each phase. Notably, the project timeline was such that the project management team disbanded on the day of the 'go live' and the expectation of imbedding the system put in to the remit of BAU.

The phase two project dossier, which was noted as not having gone to the TMPC, interestingly outlined many ongoing work streams linked to the NWDS but considered as exclusions from the project scope. These included the Emergency Cover Review, Specialist Resources and Implementation plan, Urban Crewing Model, Detached Duty Policy Review, Review of Uniform Terms and Conditions, Time off in Lieu (TOIL), any change to the "Day" Duty System and WDS Personnel mobility rights linked to legacy arrangements.

The timing of the NWDS implementation, ahead of such work activities being concluded, could be beneficial to explore further to ensure any technical lessons can be considered regarding project planning and the defining of the project 'vision'; this will support the scoping of project timelines and realistic planning.

With hindsight, and considering both the exclusions to the project and that the project disbanded as per the agreed project time line on the day of 'go live', further reflection should be given to the time element and the wider implications it has had upon the Organisation as part of BAU.

The level of work required in January 2018, after the early implementation of the NWDS and further implementation of some of the business activity excluded by the project, can be taken from the business need of the BAU CDS / FDM project; to research, consult, recommend and implement improvements to a range of issues that have been reported regarding the CDS and FDM system and prepare for future implementation of alternative staffing models.

On reflection, was sufficient time allocated to this project to support and enable both positive outcomes and benefits realisation? Was it a realistic expectation for the project to close on the go live date of the new system? Deeper analysis between the BAU project and that of the NWDS could be beneficial to fully tease out further lessons, if any, that can be captured in relation to the time element.

Project delivery to cost
The project preceded the introduction of the formal business case process and associated governance. Therefore, the review is unable to fully reflect on the projects delivery to anticipated costs.

Slight increase to system costs could be reasonably expected since 2017 in consideration of inflation, additional licensing requirements and or enhancements to the system.

The annual costs for the whole time crewing system are circa £60k a year, which is in proximity to the original forecasted costs predicted by the project team. There has been recent indication of an increase to these annual costs by £23.3k as a result of the purchase of additional licenses in 2021, taking the annual costs to £83.3k. This has however been captured by other governance channels and does not necessarily reflect on the projects delivery to cost, although has been noted for transparency.

Indicative costs were also indicated as part of phase one and two around the temporary resources required to manage and monitor the whole time five watch duty system during BAU implementation. This has since been reviewed, and with approval via the required governance route, a permanent team put in place to support not only whole time staff but the management of flexi duty cover too. This carries an annual operating cost of circa £1.1 million to the Service and is in excess of the temporary resource numbers and costs originally forecast. Out of context this figure does not fairly represent the efficiencies and benefits these resources bring to the Organisation. A more in-depth review would be required to accurately reflect, with consideration to legacy costs given. This would potentially also support further exploration of any lessons that can be learned to support financial planning and enable informed decision making.

Project delivery to quality
The determination of a projects quality is subjective and without a metric in which to measure it is hard to fully evaluate. Is the quality of the project related to its adherence to the project methodology and governance practises? Or is it based on the quality of what it delivers, which is interdependent with the projects controls in place and decision-making governance? *Managing Successful Programmes©* refers to the PRINCE2 definition of quality as the totality of features and inherent or assigned characteristics of a product, person, process, services and/or system that bear on its ability to show that it meets expectations or satisfies stated needs, requirements or specification.

This project researched, sought direction and approval on a system to implement, prepared, implemented and provided the management tool to do so into the Services as it aspired to do. The project timelines themselves did not allow for the adoption of these into BAU activity, where, it could be anticipated a period of embedding would be required and the potential for teething issues to arise.

The evaluation recognises the technical issues and system limitations faced in BAU activity, ultimately leading to the creation of the fully resourced CDS / FDM project to address.

As mentioned previously, phase two of the project outlined a number of scope exclusions; many of which could presumed to have also held the potential to impact and change BAU. Deeper analysis

between the BAU project and that of the NWDS could be beneficial in order to fully tease out the technical lessons, if any, that can be captured and support the evaluation of the projects delivery to quality.

Project resource status

If the evaluation was to review the projects reported resource status's it could be presumed that the project was of good health throughout its life and remained within the remit of tolerances agreed by appropriate parties.

However, it should be acknowledged the project ran on short agreed timescales, moving from research to implementing in quick succession. For the duration of the project life cycle the project management team were not a full-time resource. There is indication in some of the update reporting reviewed that further resources would have been seen as beneficial to the project.

On review it is also unclear, at the time of the project, what training provisions were made available to project management teams to support the delivery of successful outcomes.

Summary of findings, reflecting on current processes & methodology;
- 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 at a board level. A future blue print of how this might look at board levels should be considered.
- There are noted inconsistencies with the reporting of the project in line with governance processes. In current practise, continued close monitoring should remain in place to ensure projects adhere to governance processes.
- At the time of phase one and two the NWDS there was a wealth of change activity underway across the Service, many of which interlinked with the introduction of a new crewing model and rostering system. Future consideration could be given to any project methodology that can be put in place to support the planning, forecasting and implementation of project activity.
- Consideration should be given to financial forecasting, particularly surrounding BAU/annual operating costs, is there an opportunity for further learning to be taken away from this project to aid improved forecasting in the future?
- A defined RAG definition for each project health measure would be beneficial to have in place.
- There is a need to further consider how the delivery to quality can be reviewed and by what metric. It would also be important to consider how this can be monitored during the life cycle of a project and what support tools are available to negate when projects quality reduces at any one time.
- Project expectations in relation to the defining of project 'quality' should be considered and an understanding of how this metric will support project scrutiny and governance should be explored.
- The implementation of project decision logs should be considered as best practise and consideration of how this can feed into agreed methodology.
- Consideration should be given to all projects in relation to the handover to BAU. Several scope exclusions from phase one and two could be foreseen to interlink and impact directly with the NWDS BAU activity in order to imbed.
- The need for assigned project resources, full time or in addition to other duties, and appropriate project training should be considered in relation to supporting methodology; how can assurances be derived that projects are resourced appropriately and have the necessary experience or skills?

- 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 health status reflect work underway during 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 largely delivered on all its agreed outputs.

Phase One

Phase One, Dossier Outputs		
Outputs	**Output Type**	**Delivery Status**
Establish consultation and engagement strategy with Rep Bodies and key stakeholders.	Documents	*Delivered (1)**
Agree the project team membership- linked to a number of key business partners.	Documents	*Delivered (2)**
Review and scope out the duty pattern format- local and national assessment models	Documents	*Delivered (3)**
Identify and assess any system options efficiencies and inefficiencies.	Documents	*Delivered (3)**
Deliver interim paper to DACO	Document	Delivered
Deliver options appraisal to Programme Board	Document	*Delivered (3)**

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

1. Action plans and other documentation pertaining to engagement activity with key stakeholders were gathered & considered as reflecting an engagement strategy.
2. A part time project management team and user groups were established
3. Based on review and analysis of all requirement criteria, one suitable option was identified and put forward for strategic consideration

Phase Two

Phase Two, Dossier Outputs		
Outputs	**Output Type**	**Delivery Status**
Deliver and develop a suite of training packages that will support the management of	Document	Delivered (1)

the duty system at a local level.		
Deliver a flexible duty solution that supports the needs of the communities we serve, staff and the organisation in April 2017	System	Delivered (2)
Deliver a bespoke solution to align staff to any new duty model.	System	Delivered (2)
Deliver policies that will support the needs of the new duty pattern	Document	Delivered (3)

1. Familiarisation training was carried out across the service in regards to the 5WDS and the Kronos system. Further training for end users was developed and rolled out as part of the BAU phase three project.
2. On the 15th April 2017 the 5WDS went live across SFRS whole time staff.
3. A draft five watch duty system policy was prepared at the point of project closure, it is listed as having gone 'live' on the 5th February 2021 after due process.

Summary of findings, reflecting on current processes & methodology;
- 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. Central storage should also be considered as part of this process, in alignment with agreed retention schedules. This is in support and consideration of scrutiny, challenge and transparency.

5. PROJECT ACCEPTANCE CRITERIA

Acceptance criteria was not historically captured as part of a project dossier template and therefore the evaluation team are unable to review this particular element. *Managing Successful Programmes©* refers to the definition of acceptance criteria as being a prioritised list of measurable definitions of the attributes required for a set of products to be acceptable to key stakeholders. Examples are given as ease of use, ease of support, ease of maintenance, appearance, major functions, development costs, running costs, capacity, availability reliability, security, accuracy and performance.

With hindsight this then poses several questions, what could the acceptance criteria have been? Would it be sufficient to have outlined high level acceptance criteria based upon the delivery of both the options appraisal and ultimately a working system?

As part of the research phase selection criteria were outlined to the project in terms of the system selection (for example the new Target Operating Model (TOM)), although this was not documented at the time, does this then play a role in acceptance criteria; that the system was able to facilitate amendments to the TOM for example? Or should this be wider and include operability and end user acceptance? How could this be measured or quantified? At what point can these be determined for a programme or project and by who? Are acceptance criteria interlinked with the identification of a change need and directed from strategic level? As part of change management and when identifying the need for projects, could this play a part in acceptance criteria? Is there an opportunity to link acceptance criteria with the transition into BAU?

Further review of this element would be recommended to fully understand what support and methodology can be put in place to enable 'acceptance criteria' to meet closure scrutiny.

Summary of findings, reflecting on current processes & methodology;
- 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.
- Future consideration should be given to the project acceptance criteria element & the associated project methodology; how is it derived, how is it measured and how will it support self-assessment and scrutiny throughout the project life span. This should be underpinned by SFRS project methodology once defined.
- Retrospectively, wider consideration of existing interdependent projects and their acceptance criteria should be given.
- There is a potential to further consider acceptance criteria in relation to project quality criteria, end user acceptance and the transition of project activity into BAU.

6. PROJECT BENEFITS AND DISBENEFITS

It is important to note that at the initiation of this project, benefit and disbenefit measurements were not established. SFRS Benefit Management Methodology has since been introduced to the Service and will support future projects with the identification of benefits, baselining and measurement from the outset.

A project dossier is a moving document, with benefit aspirations evolving while a project progresses. In the case of the NWDS project the benefits outlined in the phase one and two dossiers had changed at the point of closure. Those captured in the closing report are those that were reviewed by the evaluation, however, consideration should be given to the value of carrying out a benefits review workshop on this project and those later realised through the CDS / FDM project.

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.

Phase One Benefits

No.	Cashable Benefit*	Benefit Status	Reason/Comment*	Measurement Status
CRB1	The duty system will allow future crewing models to be fully applied realising significant salary costs.	-		-
CRB1 Note	This benefit appears to pertain to the potential cash savings tied to the reduction in the target operating model (TOM). Phase one of the project, which focused on design and research, has the potential to be an enabler in facilitating a changed TOM however further review should be carried out to ensure the benefit is fully teased out and confirmation sought if phase one is directly attributable for any salary cost savings.			

No.	Non- Cashable Benefit*	Benefit Status	Reason/Comment*	Measurement Status
CRB2	The SFRS will have a modern common duty system that will allow staff movement across the SDA's while maintaining appliance availability.	-		-
CRB2 Note	There is a need to further develop this benefit, it is unclear if this pertains to the implementation of the new system, the resources that manage and coordinate it or staff themselves. Phase one of the project, which focused on design and research, has the potential to be an enabler of such a benefit(s) but further analysis should be undertaken to assure this is directly attributable to this phase. There would also be a need to quantify the benefit and the improvement made in terms of the new system versus that of old.			

Phase Two Benefits

No.	Cashable Benefit*	Benefit Status	Reason/Comment*	Measurement Status
CRB3	By using Kronos as the single staff governance software package, several other legacy staff management systems were removed.		These included: 1. Soft Logic- Annual cost of £70,000.00 2. Fire Watch- Annual cost of £16,635.00 3. Gartan Whole Time Modules Annual cost of £36,484 The legacy systems cost £123,119.00 per year. For further detail see **Appendix A.**	
CRB3 Note	The evaluation team was able to ratify the figures outlined above for the management systems pertaining to Whole Time staff. It was noted however, and for transparency, that some costs for legacy systems still exist in relation to the crewing of Retained and Volunteer Duty Systems.			

No.	Non- Cashable Benefit*	Benefit Status	Reason/Comment*	Measurement Status
CRB4	The Common Duty System (known as 5WDS) will ensure, where possible all appliance will be maintained at set minimum crewing levels.	-	Staff will have access to suitable time off using several options – all of which is based on minimum crewing level	-
CRB4 Note	There is a need to further develop this benefit, it is unclear if this pertains to the implementation of the new system or the resources that manage and coordinate it. There would also be a need to quantify the benefit and the improvement made in terms of the new system versus that of old.			

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

Dis-benefits

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.

At the time of closing both phase one and two of the project no disbenefits were captured; further consideration of any disbenefits should be given.

Summary of findings, reflecting on current processes & methodology;
- SFRS benefits methodology was not in place during the life cycle of the project, which meant dis-benefit owners, baselines and measurement criteria were not necessarily established. These are essential to the benefit realisation management process.
- Retrospective work is required to fully tease out both the positive outcomes and benefits of this project in addition to acknowledging any disbenefits and potentially negative outcomes.
- Consideration should be given to other legacy projects, still within benefit realisation phases, and the application of current benefits methodology.
- Consideration should be given to the transition of benefits realisation from a project to BAU 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.
- With hindsight, and the knowledge that the five watch duty system was already in use pre-project via a legacy Service, consideration could have been given to the 'test of change' model - Plan, Do, Study and Act (PDSA) to support the identification of benefits.
- The availability and accessibility of benefit measurement data needs to be considered and agreed from the outset of projects. A measurement status of benefit realisation at the time of closure could also be considered as advantageous to scrutiny.

7. PROJECT PERFORMANCE MEASURES

The NWDS phase two project closing report outlined the following performance measures;

Performance Indictors	Method
The 5WDS will realise its full potential in the 2018-2019 year. This will be the first opportunity to review the duty system away from all the interim arrangements that is in place for 2017. A reporting suite of performance indicators have been developed that will be used to ensure and inform the most efficient operation of the duty system.	During 2018 a full systemic review of the duty system performance will be undertaken. This review will assess the efficiency of the operation of the duty system in line with Central Staffing (CS) having the sole responsibility for all staff time off requests. Monthly review – problem solving meetings- Quarterly review meetings where SFRS and key stakeholders meet to evaluate the performance of the 5WDS.
These monthly "SMART" performance indicators will evaluate the following: 1. Appliance availability 2. Sickness Levels 3. Cost of Overtime 4. Number and cost of Detached Duties 5. Number of hours available within the duty system	A monthly review is underway by CS and the previously named Response and Resilience directorate to monitor the efficiency of the 5WDS. Regular meetings are taking place with the three Service Delivery Areas and the Fire Brigade Union regarding staffing problem solving issues with action plans developed to instigate risk assessed changes.

The evaluation demonstrated similar performance reporting continues to be monitored by various governance channels. However, with hindsight, it can be queried as to whether these indicators are indicative of the projects performance or that of the system that was implemented. For example, sickness levels and costs of overtime would not reflect the systems performance and could be considered as factors out with the control or influence of a new watch duty system.

Summary of findings, reflecting on current processes & methodology;
- 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.
- Future consideration should be given to the performance measure element; how they are identified, baselined, measured and the reporting requirements as part of the transition into BAU. This data can play a vital role in enabling scrutiny of projects both at the time of closure and potentially throughout its life cycle. This should be underpinned by SFRS project methodology once defined.
- In some cases, it may be appropriate to baseline performance measures from the outset and measurement criteria identified.
- Linking performance indicators to factors out with the projects control such as, absence levels, should be done with caution and under continual review.
- 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 IDENTIFIED

The following project lessons were outlined as part of the project closure;

1. During the final part of 2016 all Local Senior Officers were instructed to use all carried forward leave in the first quarter of 2017. This would have allowed for any legacy leave that was previously granted within the 4 Watch Duty System (4WDS) to be used before the start of the new duty system. This did not take place, due to SFRS not having an agreed position within legacy Terms and Conditions. The lack of an agreed position in relation to several legacy 4WDS leave policies resulted in hours that were due to be utilised for appliance staffing were subsequently used to grant previously agreed time off. This not only impacted on the 2017 roster year but also across 2018.

2. The creation of the 5th watch within Itrent took a significant amount of time to conclude. This was due to the IT system complexities to create and then verify the creation of all 5 watches across the service. This work included the evaluation of all competence/skills balance that was required to maintain the station specialism as outlined in the Resource Based Crewing (RBC v11).

3. The Kronos configuration to bring SFRS onto the staff management platform was challenging due to the volume of work that was required from a small development team within Kronos. Although the development plan was identified early with Kronos, the application and development time was subject to slippage.

4. There were significant and ongoing issues in how Kronos configured the following points: The legacy 4WDS detached duty areas: the development of the 5th Watch structures: and lastly, for the additional application for individual licences required for all staff across the newly formed 5WDS. Kronos delivered all the required amendments by the start of the new duty system.

5. A staffing issue that directly impacted on the 5WDS was the lack of recruitment into the new duty system TOM. This negatively impacted the new duty system within the first few months of its application across SFRS and across subsequent years. SFRS did not have the correct staffing measures in place to monitor retirals and resignations which would have informed recruitment initiatives.

6. A direct consequence of a reduced TOM was the accelerated use of Out of Pattern Rostered Reserve Hours (OPRR). These hours were to be used across the remainder of 2017 as such they were used rapidly in addition to an increase in Pre-Arranged Overtime (PAO). SFRS did not have an appropriate strategy to fully evaluate the dynamic nature of retirement and resignations the duty system did not fulfil its efficiency potential due to the impact of a continually reducing and fluctuating TOM.

In recognising a third phase of the project was undertaken as part of the BAU CDS / FDM project in January 2018, the evaluation sought to include further lessons from this phase for consideration as part of the wider Organisational learning. The project team identified a range of implementation issues, although, in duly recognising the benefits from hindsight, offered the following further lessons not as a criticism but as constructive learning;

1. Ensure detailed assessment of process changes prior to developing any implementation plans; The project would have benefited from more detailed work around the eight Legacy Services

Terms and Conditions, station profiles and data to be transferred to the new Rostering System. For example, differing polces on Detached Duties (DD), PAO and Time Off in Liu (TOIL) not fully understood by the rostering teams on the go live date wasted time and caused confusion.

2. Adoption issues as a result in lack of guidance and effective training; It is essential that all supporting policies and procedures are developed, consulted on and users given the opportunity to familiarise themselves with them prior to go live.

3. All relevant stakeholders to be involved in development of tactical planning, as changes to the Wholetime Target Operating Model were not fully imbedded within all planning cycles. The timing and scheduling of changes to the workforce requires careful consideration between Service Delivery, Workforce Planning, Resourcing, Training and Finances.

4. When assessing the suitability of the replacement ICT systems, there is a need to seek a wider view on options; on reflection, consideration of new system rather than best of breed may have been a preferred option.

5. Any changes to ICT rostering systems require detailed specifications, testing and training for users prior to going live; Changes to the rostering system were implemented prior to being fully tested and were not fully realised until further work was carried out in 2018 to deploy the new DD Policy.

6. Guidance and instruction on using Rostering systems should be made available prior to any go live date; User guides were not developed and made available to personnel until post implementation.

7. The timing of go live milestones should be based on best practice and advice from subject matter experts. The rostering system went live partially though a leave year resulting in out of date leave information causing issues for end users.

8. Mission critical project team members should be available for delivery of key milestones; the 5WDS went live on a Public Holiday with limited tactical support available.

9. A full assessment of the future requirements of any support team should be carried out, with any additional staff recruited and trained prior to go live; the project team were not provided additional resources until the week the 5WDS was implemented, creating additional challenge to existing team members.

Further consideration should be given to the value of conducting a project 'wash up' to ensure any further, technical, learning can be considered

Summary of findings, reflecting on current processes & methodology;
- Project lessons identified and 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 including evaluations.
- Consideration of the specific lessons gained from this project in their entirety will play a pivotal role in supporting future project activity of a similar nature.
- This evaluation did not focus on the technical aspects of the projects nor harvest the associated technical lessons; a further wash up meeting could be seen as advantageous when considering future change activity of a similar nature.

- The findings of the project evaluation will directly support both projects and associated methodology going forward.

9. PROJECT RISK

A project risk register was listed as being maintained throughout the lifecycle. Upon closure of phase two there was no listed residual risks to the project. At the time of the project evaluation legacy risk registers could not be documented.

Listed below is a copy of the risk areas as identified within the phase two project dossier;

- o Project timescales - ensuring all aspects of the project are complete within the identified timescales.
- o Resourcing - ensuring that all required business partners and personnel are available to support the project.
- o Procurement - Kronos Licence Costs within the required timescales.
- o Service Delivery Area Structure and Budget challenges.

Summary of findings, reflecting on current processes & methodology;
- 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 AND DATA PROTECTION IMPACT ASSESSMENTS

An Equality Impact Assessment (EIA) was carried out for the five-watch duty system in 2020, but was not carried out as part of the phase one or two project.

The Data Protection Impact Assessment was not in place at the time of the projects delivery, therefore, it would be appropriate for this to be reviewed and action taken if required as part of BAU activity.

Summary of findings, reflecting on current processes & methodology;
- The recording and storing of assessments that are deemed as not required for projects should be considered and stored for future reference to support transparency.
- The DPIA assessment should be revisited by the appropriate directorate and action taken if required.

11. PROJECT GOVERNANCE

The NWDS phase one project entered the Transformation and Major Projects Committee (TMPC), previously known as the Service Transformation Committee, in August 2018. At the time of the evaluation, based on public records, it could not be confirmed if the phase two dossier was submitted to the TMPC. However, it is listed as having been initiated and appears on the project health dashboard provided to the Committee from July 2016 until its closure. Phase two closing reports were also recorded as being submitted for approval.

The project management team was disbanded on the 15th April 2017 and the project closing request approved by the SMB on 24th October 2018 and by the TMPC on the 8th August 2019 following scrutiny and revision (August 2017- August 2019).

During the lifespan of the project the Programme Office, now known as the Portfolio Office, provided at times additional reporting on a collection of projects marked as 'major' and it is recognised that the NWDS was not included within this group.

The NWDS project did not benefit from the additional support and governance of a Project Board. As part of the project evaluation, this has created challenges in reviewing decision making, issue escalation and change controls; highlighting the many benefits provided by Project Boards.

There was indication, within the Programme Delivery reporting to TMPC (2018), that the closure of the NWDS project was on hold and it would be renamed 'Common Watch Duty System', remaining as a standalone project. On review, it is unclear the governance route around this decision, notwithstanding its reference at TMPC, however the project remained in its closure phase throughout 2018 until its eventual closure and the subsequent BAU project was later launched.

In 2018 CDS / FDM project was initiated as part of BAU, the scope of which interlinked directly with enabling of the NWDS project to reach benefit realisation. It its worthy to note the BAU project, did not benefit from the enhanced scrutiny from the SMB and TMPC and was running in tandem with the closure of the NWDS phase two closure (approved in August 2019 by TMPC).

This project preceded formal business case processes and associated governances.

Summary of findings, reflecting on current processes & methodology;
- A Project Board was not in place for phase one or two, however, this had the potential to be of great benefit to the project.
- The Business Case process is an integral part to project methodology and governance; it is used as a benchmark for the projects delivery to cost during both the projects life cycle and at its point of closure.
- Projects should be strongly encouraged to maintain records of decisions made to support review, scrutiny and transparency. With decision logs a standard template used across SFRS, further consideration should be given to introducing this into formal project processes and methodology.
- The tracking of issues can be advantageous to projects and will support the harvesting of learning.
- At project conception consideration should be given to the 'Route into the Programme' matrix in place, how the outcome of assessments are recorded and how these criteria then feed into the Portfolio Office. There is the potential for further learning to be taken from the assessment outcome of the BAU project
- Future consideration should be given to: When a project does not report into a Project Board, what if any additional support should be provided? How are change controls, issue escalation and decision making handled; does this vary or can there be a process put in place to support?
- *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. Where a Project Board sponsorship is not available, what is the route at closure to 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.

- The disbanding of a project team and project closures on the day of 'go live' should be considered in relation to the impact and expectations this then places on BAU. Further consideration should be given to the scrutiny required as part of project activity transitioning into BAU and what if any role the Portfolio Office can play in supporting the realisation of benefits.
  - o 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 (BAU)

At the time of the project evaluation no formal handover to BAU could be documented; this in part is likely due to the disbanding of the project management team on the day of 'go live' 15th April 2017.

The project management team were reassigned across the Service, but carried the additional responsibility of being available to support the project through its approval for closure phase (August 2017- August 2019) in addition to their day to day roles.

The project timeline anticipated the embedding of the new watch duty system would be undertaken as part of BAU. As previously noted, the phase two dossier outlined several scope exclusions which included a number of key change activities across the Service; the outcome of Terms & Conditions, Detached Duty policy, Pre-Arranged Overtime (PAO) and Time Off in Lieu policy (TOIL). These could be foreseen to have been directly linked, and impact upon, the NWDS and BAU activity.

In January 2018 the CDS / FDM project was established as part of BAU, the scope of which interlinked directly with supporting the delivery of the original NWDS project benefits. The NWDS Project Manager played a key role in this BAU project, over and above their full time role.

As of June 2019, the SFRS had the most up to date staffing forecasting models that were used daily to monitor staff absence, overtime spends, skills along with retirement profiling that is informing future staffing options and recruitment strategies.

A Service Delivery group monitor daily staffing and PAO along with how further efficiencies can be developed to improve the effectiveness of the duty system.

The Service is now under taking work, as part of the Service Delivery Model Programme, initiated through the *SFRS Transformation Programme* to address aspects of the *Response and Resilience* and *Modernising Response* strategic priorities from the *Fire and Rescue Framework for Scotland 2016*. The Demand Based Duty System project aims to create a more efficient alignment between appliance crewing arrangements and variations in the local Service Delivery demand profiles throughout Scotland. The resulting efficiency savings will help increase capacity and productivity in the Service Delivery workforce.

Summary of findings, reflecting on current processes & methodology;
- The transition of project activity into BAU is not currently captured in internal project management methodology, further consideration should be given to the support and tools

that can be put in place to support this transition with a focus on reaching the desired positive outcomes.

- Future consideration should be given around the timing of project closures and when implementing change activity, identifying where there would be merit for the transition into BAU to form part of the project timeline and lifecycle.
- Future consideration should be given to the assessment of impact to BAU to ensure planning and resources can be made appropriately during the transition of project activity into BAU.
- Owners of benefit & performance indicators are yet to be fully established within BAU. This could be further supported by an improved Organisational understanding of benefits realisation and the future reporting requirements as part of BAU thereafter.
- *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. Although a Project Board did not exist in this project, it can be recognised that 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 their 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

NWDS 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 Dashboard Updates to TMPC (17)	**SD001 - SD017**
		PDF	New Watch Duty System Phase 1 Dossier v0.3 (papers)	**SD018**
		PDF	New Watch Duty System Phase 1 Dossier v1.1 (papers)	**SD019**
		PDF	New Watch Duty System Phase 1 Closing Report (papers)	**SD020**
		Word Document	New Watch Duty System Phase 2 Dossier	**SD021**
		PDF	Project Closing Report Phase 2 (1) (papers)	**SD022**
		PDF	Project Closing Report Phase 2 (2) (papers)	**SD023**
		PDF	Project Closing Report Phase 2 (3) (papers)	**SD024**
		PDF	Project Closing Report Phase 2 (4) (papers)	**SD025**
		Email	Confidential Finance Review (1)	**SD026**
		Email	Confidential Finance Review (2)	**SD027**
		Word Document	DACO Update	**SD028**
		Word Document	COMMON DUTY SYSTEM FLEXIBLE DUTY MANAGER PROJECT DOSSIER	**SD029**

		Internet (reference)	Importance of Vision: a case study of Prince2 2017 update	**SD030**
4	**Project Outputs**	Word Document	5 Watch Duty System Operations Control - ACO	**SD031**
		Word Document	5 Watch Duty System Task and Finish	**SD032**
		PowerPoint	5WDS Staff Engagement LCMS	**SD033**
		PowerPoint	5WDS Staff Engagement	**SD034**
		Excel	Action Plan 1 LSO Completed	**SD035**
		Excel	Action Plan 1 HR admin completed	**SD036**
		PDF	Duty System Proposed 14 12 2015 version 3 SUG	**SD037**
		PDF	Project Planner	**SD038**
		Word Document	DACO Update	**SD028**
		Word Document	DRAFT 5 Watch Duty System Policy	**SD039**
		Intranet	5 Watch Duty Rostering Management System Policy	**SD040**
5	**Project Acceptance Criteria**	PDF	Project Closing Report Phase 2 (4) (papers)	**SD025**
6	**Project Benefits**	Email	Confidential Finance Review (1)	**SD026**
		Email	Confidential Finance Review (2)	**SD027**
		SharePoint	5WDS Proprietary Draft Evaluation	**SD041**
7	**Performance Measures**	Word Document	New Watch Duty System Phase 2 Dossier	**SD021**
		To be catalogued	Annual Operating Plan 2017/18	*To be catalogued*
		PDF	Project Closing Report Phase 2 (4) (papers)	**SD025**
8	**Project Lessons Learned**	PDF	Project Closing Report Phase 2 (4) (papers)	**SD025**
		SharePoint	5WDS Proprietary Draft Evaluation	**SD041**
9	**Project Risk**	PDF	New Watch Duty System Phase 1 Dossier v1.1 (papers)	**SD019**
10	**Equality Impact Assessment & Data Protection Impact Assessment**	Website Link (internal)	5 Watch Duty System EIA	**SD042**
		Email	DPIA	**SD043**
11	**Project Governance**	Word Document	SFRS Route into the Programme	**SD044**
		PDF	May18ProgrammeDeliveryReport-reference	**SD045**
		PDF	May18ProgrammeDeliveryReport-reference(minutes)	**SD046**
		PDF	December2015KeyProjectSpotlight(NWDS not included) (papers)	**SD047**
		PDF	March2016KeyProjectSpotlight(NWDS not included) (papers)	**SD048**

		PDF	May2016KeyProjectSpotlight(NWDS not included) (papers)	**SD049**
12	**Business as Usual**	Website Link	SFRS Benefits Management Strategy	**SD047**
		SharePoint	5WDS Proprietary Draft Evaluation	**SD041**

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)
- NHS Improvement, Online library of Quality, Service Improvement and Redesign tools; https://improvement.nhs.uk/documents/2142/plan-do-study-act.pdf
- Sowden, R. (2011). *Managing Successful Programmes (2011)*. Norwich, UK: TSO (The Stationary Office). P 47, 51, 228

15. ACKNOWLEDGEMENTS

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

16. APPENDIX

APPENDIX A – RRU, RFTP & NWDS PROJECT EVALUATIONS COMBINED FINDINGS 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	
[NWDS] There are noted inconsistencies with the reporting of the project in line with governance processes. In current practise, continued close monitoring should remain in place to ensure projects adhere to governance processes.	Process	Portfolio Office	
[NWDS] At the time of phase one and two the NWDS there was a wealth of change activity underway across the Service, many of which interlinked with the introduction of a new crewing model and rostering system. Future consideration could be given to any project methodology that can be put in place to support the planning, forecasting and implementation of project activity.	Planning	Portfolio Office	
[NWDS] Consideration should be given to financial forecasting, particularly surrounding business as usual (BAU)/annual operating costs, is there an opportunity for further learning to be taken away from this project to aid improved forecasting in the future?	Planning	Finance and Decision Support	
[NWDS] There is a need to further consider how the delivery to quality can be reviewed and by what metric. It would also be important to consider how this can be monitored during the life cycle of a project and what support tools are available to negate when projects quality reduces at any one time.	Process	Portfolio Office	

[NWDS] Project expectations in relation to the defining of project 'quality' should be considered and an understanding of how this metric will support project scrutiny and governance should be explored.	Process	Portfolio Office	
[NWDS] Consideration should be given to all projects in relation to the handover to BAU. Several scope exclusions from phase one and two could be foreseen to interlink and impact directly with the NWDS BAU activity in order to imbed.	Process	Portfolio Office	
[NWDS] The need for assigned project resources, full time or in addition to other duties, and appropriate project training should be considered in relation to supporting methodology; how can assurances be derived that projects are resourced appropriately and have the necessary experience or skills?	Planning	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	Process	Portfolio Office	

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.			
[NWDS] Future consideration should be given to the project acceptance criteria element & the associated project methodology; how is it derived, how is it measured and how will it support self-assessment and scrutiny throughout the project life span. This should be underpinned by SFRS project methodology once defined.	Process	Portfolio Office	
[NWDS] Retrospectively, wider consideration of existing interdependent projects and their acceptance criteria should be given.	Planning	Portfolio Office	
[NWDS] There is a potential to further consider acceptance criteria in relation to project quality criteria, end user acceptance and the transition of project activity into BAU.	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 BAU 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. [NWDS] With hindsight, and the knowledge that the five watch duty system was already in use pre-project via a legacy Service, consideration could have been given to the 'test of change' model - Plan, Do, Study and Act (PDSA) to support the identification of benefits.	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	Finance and Decision Support and Portfolio Office	
[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	
[NWDS] Retrospective work is required to fully tease out both the positive outcomes and benefits of this project in addition to	Review	Portfolio Office and appropriate Directorate	

acknowledging any disbenefits and potentially negative outcomes.			
[NWDS] Consideration should be given to other legacy projects, still within benefit realisation phases, and the application of current benefits methodology.	Review	Portfolio Office	
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	

[NWDS] Future consideration should be given to the performance measure element; how they are identified, baselined, measured and the reporting requirements as part of the transition into BAU. This data can play a vital role in enabling scrutiny of projects both at the time of closure and potentially throughout its life cycle. This should be underpinned by SFRS project methodology once defined.	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 including evaluations.	Process	Portfolio Office	
[RRU] 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	
[NWDS] Consideration of the specific lessons gained from this project in their entirety will play a pivotal role in supporting future project activity of a similar nature.	Review	Portfolio Office	
[NWDS] This evaluation did not focus on the technical aspects of the projects nor harvest the associated technical lessons; a further wash up meeting could be seen as advantageous when considering future change activity of a similar nature.	Review	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	Equality and Diversity Team	
[NWDS] The DPIA assessment should be revisited by the appropriate directorate and action taken if required.	Review	General Data Protection Regulations 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 a benchmark for the projects delivery to cost both during the projects life cycle and at closure	Process	Finance and Decision Support	
[RRU & NWDS] 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. [NWDS] There is the potential for further learning to be taken from the assessment outcome of the BAU project.	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] 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	
[NWDS] A Project Board was not in place for phase one or two, however, this had the potential to be of great benefit to the project.	Process	Portfolio Office	
[NWDS] Projects should be strongly encouraged to maintain records of decisions made to support review, scrutiny and transparency. With decision logs a standard template used across SFRS, further consideration should be given to introducing this into formal project processes and methodology.	Process	Portfolio Office	
[NWDS] The tracking of issues can be advantageous to projects and will support the harvesting of learning.	Process	Portfolio Office	
[NWDS] Future consideration should be given to: When a project does not report into a Project Board, what if any additional support should be provided? How are change controls, issue escalation and decision making handled; does this vary or can there be a process put in place to support?	Planning	Portfolio Office	

[NWDS] The disbanding of a project team and project closures on the day of 'go live' should be considered in relation to the impact and expectations this then places on BAU. Further consideration should be given to the scrutiny required as part of project activity transitioning into BAU and what if any role the Portfolio Office can play in supporting the realisation of benefits. o 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.	Planning	Portfolio Office	
Business as Usual			
The transition of project activity into BAU 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 within BAU. 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	Process	Portfolio Office	

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.	Process	Portfolio Office	
[NWDS] Future consideration should be given around the timing of project closures and when implementing change activity, identifying where there would be merit for the transition into BAU to form part of the project timeline and lifecycle.	Planning	Portfolio Office	
[NWDS] Future consideration should be given to the assessment of impact to BAU to ensure planning and resources can be made appropriately during the transition of project activity into BAU.	Planning	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.

APPENDIX B – RRU, RFTP & NWDS PROJECT EVALUATIONS – FINDINGS 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	
[NWDS] There are noted inconsistencies with the reporting of the project in line with governance processes. In current practise, continued close monitoring should remain in place to ensure projects adhere to governance processes.	Process	Portfolio Office	
[NWDS] At the time of phase one and two the NWDS there was a wealth of change activity underway across the Service, many of which interlinked with the introduction of a new crewing model and rostering system. Future consideration could be given to any project methodology that can be put in place to support the planning, forecasting and implementation of project activity.	Planning	Portfolio Office	
[NWDS] Consideration should be given to financial forecasting, particularly surrounding business as usual (BAU)/annual operating costs, is there an opportunity for further learning to be taken away from this project to aid improved forecasting in the future?	Planning	Finance and Decision Support	
[NWDS] There is a need to further consider how the delivery to quality can be reviewed and by what metric. It would also be important to consider how this can be monitored during the life cycle of a project and what support tools are available to negate when projects quality reduces at any one time.	Process	Portfolio Office	

[NWDS] Project expectations in relation to the defining of project 'quality' should be considered and an understanding of how this metric will support project scrutiny and governance should be explored.	Process	Portfolio Office	
[NWDS] Consideration should be given to all projects in relation to the handover to BAU. Several scope exclusions from phase one and two could be foreseen to interlink and impact directly with the NWDS BAU activity in order to imbed.	Process	Portfolio Office	
[NWDS] The need for assigned project resources, full time or in addition to other duties, and appropriate project training should be considered in relation to supporting methodology; how can assurances be derived that projects are resourced appropriately and have the necessary experience or skills?	Planning	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	
[NWDS] Future consideration should be given to the project acceptance criteria element & the associated project methodology; how is it derived, how is it measured and how will it support self-assessment and scrutiny throughout the project life span. This should be underpinned by SFRS project methodology once defined.	Process	Portfolio Office	
[NWDS] Retrospectively, wider consideration of existing interdependent projects and their acceptance criteria should be given.	Planning	Portfolio Office	
[NWDS] There is a potential to further consider acceptance criteria in relation to project quality criteria, end user acceptance and the transition of project activity into BAU.	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 BAU 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. [NWDS] With hindsight, and the knowledge that the five watch duty system was already in use pre-project via a legacy Service, consideration could have been given to the 'test of change' model - Plan, Do, Study and Act (PDSA) to support the identification of benefits.	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	Finance and Decision Support and Portfolio Office	
[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	Review	Portfolio Office and Asset Management	

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]			
[NWDS] Retrospective work is required to fully tease out both the positive outcomes and benefits of this project in addition to acknowledging any disbenefits and potentially negative outcomes.	Review	Portfolio Office and appropriate Directorate	
[NWDS] Consideration should be given to other legacy projects, still within benefit realisation phases, and the application of current benefits methodology.	Review	Portfolio Office	
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	
[NWDS] Future consideration should be given to the performance measure element; how they are identified, baselined, measured and the reporting requirements as part of the transition into BAU. This data can play a vital role in enabling scrutiny of projects both at the time of closure and potentially throughout its life cycle. This should be underpinned by SFRS project methodology once defined.	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 including evaluations.	Process	Portfolio Office	
[RRU] 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	
[NWDS] Consideration of the specific lessons gained from this project in their entirety will play a pivotal role in supporting future project activity of a similar nature.	Review	Portfolio Office	
[NWDS] This evaluation did not focus on the technical aspects of the projects nor harvest the associated technical lessons; a further wash up meeting could be seen as advantageous when considering future change activity of a similar nature.	Review	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	Risk & Records Management	
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	Equality and Diversity Team	
[NWDS] The DPIA assessment should be revisited by the appropriate directorate and action taken if required.	Review	General Data Protection Regulations 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	Process	Finance and Decision Support	

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			
[RRU & NWDS] 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. [NWDS] There is the potential for further learning to be taken from the assessment outcome of the BAU project.	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] 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	

APPENDIX B – RRU, RFTP & NWDS PROJECT EVALUATIONS – FINDINGS ACTION PLAN

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	
[NWDS] A Project Board was not in place for phase one or two, however, this had the potential to be of great benefit to the project.	Process	Portfolio Office	
[NWDS] Projects should be strongly encouraged to maintain records of decisions made to support review, scrutiny and transparency. With decision logs a standard template used across SFRS, further consideration should be given to introducing this into formal project processes and methodology.	Process	Portfolio Office	
[NWDS] The tracking of issues can be advantageous to projects and will support the harvesting of learning.	Process	Portfolio Office	
[NWDS] Future consideration should be given to: When a project does not report into a Project Board, what if any additional support should be provided? How are change controls, issue escalation and decision making handled; does this vary or can there be a process put in place to support?	Planning	Portfolio Office	
[NWDS] The disbanding of a project team and project closures on the day of 'go live' should be considered in relation to the impact and expectations this then places on BAU. Further consideration should be given to the scrutiny required as part of project activity transitioning into BAU and what if any role the Portfolio Office can play in supporting the realisation of benefits. o 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.	Planning	Portfolio Office	

APPENDIX B – RRU, RFTP & NWDS PROJECT EVALUATIONS – FINDINGS ACTION PLAN

Business as Usual			
The transition of project activity into BAU 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 within BAU. 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)
   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	
[NWDS] Future consideration should be given around the timing of project closures and when implementing change activity, identifying where there would be merit for the transition into BAU to form part of the project timeline and lifecycle.	Planning	Portfolio Office	
[NWDS] Future consideration should be given to the assessment of impact to BAU to ensure planning and resources can be made appropriately during the transition of project activity into BAU.	Planning	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.

SCOTTISH FIRE AND RESCUE SERVICE *Change Committee*	

Report No: C/CC/23-21

Agenda Item: 11.1

Report to:	**CHANGE COMMITTEE**							
Meeting Date:	**5 AUGUST 2021**							
Report Title:	**PORTFOLIO 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 Change Committee (CC) 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 Change and Major Projects, and business as usual. 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 **23.**
3.1.1	**NEW: 6** risks have been added.
3.1.1.1	**MR15:** Operational/Legal and Regulatory Compliance: Covid 19 Consequences: Failure to comply with Statutory Requirements in respect to Scottish Government Regulations and Guidance. Failure to deliver Project on Programme due to restricted working arrangements. Risk of site shutdown should positive results be identified from site activities.
3.1.1.2	**MR18:** Financial impact to Covid Failure to deliver Project on Budget due to restricted working arrangements and extended programme.
3.1.1.3	**MR20:** Additional claim by Main Contractor for additional prelims costs and associated financial implication.
3.1.1.4	**PTFAS6:** The risk of not securing the required future funding for the programme at each of the programme's phases because of budget pressures and competing priorities. This could result in the project being delayed, implemented in part or not implemented at all.
3.1.1.5	**ESMCP 4:** Systel/ESN System Integration. There is a risk of Systel Command and Control systems not being ""ESN ready"" in support of the ESN Transition timeline because of

	ongoing development work with Kodiak and ESN Version 1 resulting in possible delay to the transition and the possibility of additional costs upgrading Systel systems from Airwave to ESN.
3.1.1.6	**ESMPC 5:** ESN Technical Integration to SFRS - There is a risk of the technical integration of ESN into Systel and other legacy control room systems & back office applications not going to plan because of system compatibility and technical requirements resulting in technical and potentially operational issues that may cause delay to transition and additional costs.
3.1.2	**REMOVED: 6** risks have been reviewed and removed from the PO Log**.**
3.1.2.1	**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.
3.1.2.2	**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.
3.1.2.3	**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.
3.1.2.4	**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.
3.1.2.5	**ESMCP13** 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.
3.1.2.6	**ESMCP14:** 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. **ESMPC13 has merged with ESMPC14** with **ESMCP 14** being reduced to 12.
3.1.3	**UPDATES:** All ESN risks have been reviewed and updated accordingly. Vehicle fleet risks have reduced from 25 to 15 after a meeting with I. Morris.
3.2 3.2.1	**Command & Control Futures Project:** **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.
3.2.2	**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.
3.2.3	**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.
3.2.4	**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.
3.3 3.3.1	**Service Delivery Model Programme:** **SDMPB 3/004** Failure to initiate an appropriate Communications and Engagement Strategy. This could be due to lack of resources, timing and sensitivities relating to the SDMP. This could result in ambiguity regarding the SDMP aims and objectives. This could also lead to suspicion and negativity from internal stakeholders in the first instance. This could potentially have a similar effect on external C&E stakeholders.
	Risk rating: 20 (previous 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.

3.4 3.4.1	**Emergency Services Network Implementation Project:** **ESMCP 4:** Systel/ESN System Integration There is a risk of Systel Command and Control systems not being ""ESN ready"" in support of the ESN Transition timeline because of ongoing development work with Kodiak and ESN Version 1 resulting in possible delay to the transition and the possibility of additional costs upgrading Systel systems from Airwave to ESN. Risk rating: 15 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. Process for appointing Public Involvement and Consultation Team has commenced with job description and evaluation process complete.
3.4.2	**ESMPC 5:** ESN Technical Integration to SFRS - There is a risk of the technical integration of ESN into Systel and other legacy control room systems & back office applications not going to plan because of system compatibility and technical requirements resulting in technical and potentially operational issues that may cause delay to transition and additional costs. Risk rating: 15 Control measure: "SFRS ESMCP Lead is a member of the CCF Project Board. Relevant reports on Systel are shared with members of the CCF Project Team. Information and intelligence gleaned from the Programme via the lead Systel Organisation (South Yorkshire FRS) is shared with the CCF team. The PM has engaged with the SFRS Applications and Network team relative to this matter, system architecture diagrams have been shared to improve understanding."
3.4.3	**ESMPC 11:** Capacity to fit devices Staff and Workshop space - 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: 15 (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
3.4.4	**ESMPC 12:** Spare Vehicle Capacity - 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: 15 (Previous - 20) Control measure: There is a clear need to retain a spare fleet of vehicles that are ESN/Airwave equipped (this is to support service delivery and in the event of breakdown accident damage) the loss of Capital receipts for these vehicles needs considered, an increased number of vehicles in the overall fleet will be required ahead of and over the transition period. This covers both the Red and White (FDM) fleet.
3.4.5	**ESMPC 16:** In Life Network Change Requests -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.
3.4.6	**ESMPC 17:** Kodiak PSCS Application -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.
3.4.7	**ESMPC 18:** Core and Non Core Project Funding - 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.
3.4.8	**ESMPC 19:** In Life Funding - 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.
3.5 3.5.1	**Safe and Well Project:** **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 (Previous - 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
3.5.2	**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 (Previous 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.
3.6 3.6.1	**MacDonald Road** **MR15:** Operational/Legal and Regulatory Compliance: Covid 19 Consequences: Failure to comply with Statutory Requirements in respect to Scottish Government Regulations and Guidance. Failure to deliver Project on Programme due to restricted working arrangements. Risk of site shutdown should positive results be identified from site activities Risk rating: 16 (Previous 16) Control Measure: Ensure all Health and Safety requirements and working practices are in place to limit likelihood of Covid infection being brought to or transmitted on site, managed coordination of site works and station operations to ensure safe working practices are in place and maintained at all times. Covid secure measures are reviewed with each site visit to assist the contractor in adopting these measures as custom and practice for all site works.
3.6.2	**MR18:** Financial impact to Covid Failure to deliver Project on Budget due to restricted working arrangements and extended programme. Risk rating: 16 (Previous16) Control Measure: Pick Everard quantity surveyors are in discussion with the main contractor regarding prolongation cost and agreement is to be reached in due course.
3.6.3	**MR20: Additional claim** by Main Contractor for additional prelims costs and associated financial implication. Risk Rating: 12 Pick Everard currently assessing this claim and determining if this is a valid claim under the contract.
3.7 3.7.1	**People Training and Financial Assets** **PTFAS6:** The risk of not securing the required future funding for the programme at each of the programme's phases because of budget pressures and competing priorities. This could result in the project being delayed, implemented in part or not implemented at all. Risk Rating: 15 (pervious 15) Control Measure: Approved programme dossier with key milestones that enables proactive planning and decision making. Proactively developing the 'business benefits versus cost' analysis with input from Accenture.
3.7.2	**PTFAS11:** Directorates suffer adverse impact on their business as usual activities or other key priorities due to the staff being allocated to the programme and therefore are unavailable. Risk Rating: 16 (16) Control Measure: The programme needs to continue to clearly communicate the extent and timing of the resource requirement so that Directorates can assess the impact on the other activities.
3.8 3.8.1	**Retained and Volunteer Duty Systems** **RVDS 3/002:** Failure of negotiations for RDS Standardised Terms and Conditions. Protracted negotiations will prevent full engagement with RVDS staff and will have an impact on current RVDS strategy timelines.

	Risk Rating: 16 Control Measures: HROD Business Partner allocated to RVDS Project
3.9 3.9.1	**WEST ARC** **WA14:** Financial: Impact of external influences, such as BREXIT implications on the progress of the works. Consequence: possible increased costs and extended material delivery periods. Risk Rating: 20 Control Measure: Early discussions to take place with Design Team and Contractor to identify any associated issues to allow for early placing of orders, etc, as considered appropriate.
3.9.2	**WA18:** Financial: There is a risk that the project costs are returned in excess of the approved funding level. Consequence: This would require a review of the project requirements and possible amendment of project scope. Risk Rating: 20 Control Measure: Regular review and reporting of estimated project costs, with check points at Stage submissions. Delivery Agreement will not be signed on works in excess of funding level.
4	**Recommendation**
4.1	The CC are asked to note the contents of the current report.
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** There are no direct Workforce issues associated with this report.
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. Individual projects will communicate with training on a regular basis.
5.7 5.7.1	**Timing** Portfolio Officers will engage with Project Managers regularly to provide support in the monitoring of key aspect of their projects.
5.7.2	Updates to CC will be quarterly.

5.8	**Performance**
5.8.1	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.

5.9	**Communications & Engagement**
5.9.1	Programme Officers will engage with Project Managers on a regular basis with updates presented to SMB and CC.

5.10	**Legal**
5.10.1	This report focuses solely on the introduction of management arrangements to support the delivery of programme objectives once the consultation findings have been considered.

5.11	**Information Governance**
5.11.1	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 Strategic Planning, Performance and Communication Directorate's Information Security guidance document finding.
5.11.2	Each project will be assessed as part of the project management process.

5.12	**Equalities**
5.12.1	An Equality Impact Assessment has been undertaken in relation to the Risk Management Policy.
5.12.1	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:	Paul Stewart, Assistant Chief Officer
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**
Change Committee	*05 August 2021*	*For Scrutiny*

Scottish Fire and Rescue Service
Portfolio Office Projects Risk Register
14th July 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 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	CC	3	5	15	20	Systel provided a "rectification plan" (9th April 2021), this was then supported by additional detail and specifics (13/05/2021) and approved in principle by SFRS (14/05/2021). The next indication of whether this control measure is successful will be an internal review in July 2021. This will be supported in the interim with weekly project reporting and monthly Board reporting.	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	CC	3	4	12	16	Systel provided a "rectification plan" (9th April 2021), this was then supported by additional detail and specifics (13/05/2021) and approved in principle by SFRS (14/05/2021). The next indication of whether this control measure is successful will be an internal review in July 2021. This will be supported in the interim with weekly project reporting and monthly Board reporting.	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	CC	3	4	12	20	Monthly reporting on Airwave deliverable to continue at CCF Board level, to ensure and threats/deviation and their potential impact will be noted early.	ACO John Dickie (SRO) AC Garry Mackay (PM)	
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	CC	3	4	12	16	Systel provided a "rectification plan" (9th April 2021), this was then supported by additional detail and specifics (13/05/2021) and approved in principle by SFRS (14/05/2021). The next indication of whether this control measure is successful will be an internal review in July 2021. This will be supported in the interim with weekly project reporting and monthly Board reporting.	ACO John Dickie (SRO) AC Garry Mackay (PM)	
SDMPB 3/004	May-19	Failure to initiate an appropriate Communications and Engagement Strategy. This could be due to lack of resources, timing and sensitivities relating to the SDMP. This could result in ambiguity regarding the SDMP aims and objectives. This could also lead to suspicion and negativity from internal stakeholders in the first instance. This could potentially have a similar effect on external C&E stakeholders.	3	3.4	3	4	12	C&E business partner has been allocated to programme. Engagement has only taken place internally at middle to strategic management level so far. This has supported engagement with a cross section, but limited amount of SFRS members regarding development of CRIM and SDMP Change Criteria. Process for appointing Public Involvement and Consultation Team has commenced with job description and evaluation process complete.	Change 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.	HoF Service Development	1
ESMCP 4	6/7/20	**Systel/ESN System Integration** There is a risk of Systel Command and Control systems not being "ESN ready" in support of the ESN Transition timeline because of ongoing development work with Kodiak and ESN Version 1 resulting in possible delay to the transition and the possibility of additional costs upgrading Systel systems from Airwave to ESN.	4	4.3	3	5	15	SFRS are engaged with the Programme via the Control Room Systems Working Group. The ESMCP Project Manager has previously engaged with the CCF IT Project Manager and team members. ESMCP PM is a member of the uk Systel User Community meetings.	ESMCP Project Board	Senior Management Board	3	5	15	15	1. Project Manager to monitor progress via the Control Room Systems Working Group 2. Ensure regular communication with the CCF team is maintained 3. Report any adverse issues to the Project Board	A Mosley CCF PM ICT	
ESMCP 5	06/07/2020	**ESN Technical Integration to SFRS** There is a risk of the technical integration of ESN into Systel and other legacy control room systems & back office applications not going to plan because of system compatability and technical requirements resulting in technical and potentially operational issues that may cause delay to transition and additional costs.	2,4	4.3	3	5	15	SFRS ESMCP Lead is a member of the CCF Project Board. Relevant reports on Systel are shared with members of the CCF Project Team. Information and intelligence gleaned from the Programme via the lead Systel Organisation (South Yorkshire FRS) is shared with the CCF team. The PM has engaged with the SFRS Applications and Network team relative to this matter, system architecture diagrams have been shared to improve understanding.	ESMCP Project Board	Senior Management Board	3	5	10	15	1. Project Manager to liaise with CCF and internal ICT leads to ensure any identified issues are resolved or reported to Project Board. 2. The Project Manager continue to engaged with key technical business areas of the service.	A Mosley CCF PM ICT	

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)		Initial Risk Rating	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)			Committee	Executive Board	P	I	Target Risk Rating				
ESMCP 11	06/07/2020	**Capacity to fit devices Staff and Workshop space** 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.	4	4.3	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 decisionsFleet vehicle fitting proposal due to be presented to the February 2021 Project Board 23/2/21 - Updated Vehicle Fitting proposal paper to	**ESMCP Project Board**	**Senior Management Board**	3	5	5	15	1. Resource Proposal (requirements) from Fleet management 2. Finance to provide costings 3. Report to Project Board 4. Submission of Funding to SG 23/2/21 - Action to prepare interim planning Resource Paper.	I Morris R Brown Fleet A Mosley	
ESMCP 12	06/07/2020	**Spare Vehicle Capacity** 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	There is a clear need to retain a spare fleet of vehicles that are ESN/Airwave equipped (this is to support service delivery and in the event of breakdown accident damage) the loss of Capital receipts for these vehicles needs considered, an increased number of vehicles in the overall fleet will be required ahead of and over the transition period. This covers both the Red and White (FDM) fleet.	ESMCP Project Board	Senior Management Board	3	5	5	15	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 16	06/07/2020	**In Life Network Change Requests** 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 same.	ESMCP Project Board	Senior Management Board	5	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	**Kodiak PSCS Application** 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.			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	**Core and Non Core Project Funding** 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	3	5	15	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	**In Life Funding** 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	
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	Change 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	
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.	Change 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	
MR15		Operational//Legal and Regulatory Compliance: Covid 19 Consequences: Failure to comply with Statutory Requirements in respect to Scottish Government Regulations and Guidance. Failure to deliver Project on Programme due to restricted working arrangements. Risk of site shutdown should positive results be identified from site activities			3	4	12	Ensure all Health and Safety requirements and working practices are in place to limit likelihood of Covid infection being brought to or transmitted on site, managed coordination of site works and station operations to ensure safe working practices are in place and maintained at all times. Covid secure measures are reviewed with each site visit to assist the contractor in adopting these measures as custom and practice for all site works.			3	3	9	16	Ensure all Health and Safety requirements and working practices are in place to limit likelihood of Covid infection being brought to or transmitted on site, managed coordination of site works and station operations to ensure safe working practices are in place and maintained at all times.**Amended operational requirements continue to be enfored on site. SFRS continue to undertake audit of arrangements on site.**	Oscar Torres	

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) Probability (P)	Impact (I)	Initial Risk Rating	Existing Controls	Governance and Scrutiny Arrangements Committee	Executive Board	Target Risk Assessment (Assessment at end of Financial year) P	I	Target Risk Rating	Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
MR18		Financial impact to Covid Failure to deliver Project on Budget due to restricted working arrangements and extended programme			4	4	16	Pick Everard quantity surveyors are in discussion with the main contractor regarding prolongation cost and agreement is to be reached in due course.					3	16	Financial monitoring and Pick Everard in ongoing assessement of Main Contractor's claim due to Covid 19 extended time on site	Oscar Torres	
MR20		**Additional claim** by Main Contractor for additional prelims costs and associated financial implication			4	4	16	Pick Everard currently assessing this claim and determining if this is a valid claim under the contract.					3	12	Pick Everard is made an assessment of the contractor's for the claims that were not substantiated appropriately under the terms of the contract. Following this assessment and updated cost report the next step in terms of Governance route is to seek approval of change request Nr 6.	**Oscar Torres**	
PTFSA6	Jul-20	The risk of not securing the required future funding for the programme at each of the programme's phases because of budget pressures and competing priorities. This could result in the project being delayed, implemented in part or not implemented at all.	4	4.3	3	5	15	Approved programme dossier with key milestones that enables proactive planning and decision making. Proactively developing the 'business benefits versus cost' analysis with input from Accenture.	Programme Board	Senior Management Board	2	5	10	15	Input from Accenture reviewed and acknowledged. Review any further external support e.g. client side partner that may be required as programme moves forward. Continue engagement with other public sector bodies. Develop detailed business case as justification for required spend on new systems implementation costs, dual running costs and new licence costs. This is not accounted for in the PTFAS capital budget forecast and will significantly exceed the currently allocated budget (21-22 £700k, 22-23 £500k, 23-24 £1m)	Head of POD/Head of Finance	2,6,7,8 and 12
PTFAS11	May-21	Directorates suffer adverse impact on their business as usual activities or other key priorities due to the staff being allocated to the programme and therefore are unavailable.	4	4.3	4	4	16	The programme needs to continue to clearly communicate the extent and timing of the resource requirement so that Directorates can assess the impact on the other activities.	Programme Board	Senior Management Board	4	2	8	16	The impact of this risk is high however this felt out with the Programme and will impact on business as usual activities and require re-prioritisation of activities at a strategic level within Directorates.	Heads of Functions	tbc
RVDS 3/002	01/01/2020 Reviewed May 2021	Failure of negotiations for RDS Standardised Terms and Conditions. Protracted negotiations will prevent full engagement with RVDS staff and will have an impact on current RVDS strategy timelines.	3		4	4	16	HROD Business Partner allocated to RVDS Project	Change Committee	National Retained and Volunteer Leadership Forum	4	3	12	16	Programme manager is liaising with Communication and Engagement business partner to produce RVDS C&E strategy. This will include key messaging and timelines for internal engagement in the first instance. C&E for external stakeholders will be developed thereafter.	Head of C&E	3
WA14	August 2020	**Financial:** Impact of external influences, such as BREXIT implications on the progress of the works. **Consequence:** possible increased costs and extended material delivery periods.			2	2	4	Early discussions to take place with Design Team and Contractor to identify any associated issues to allow for early placing of orders, etc, as considered appropriate.	Monitor and Review: review as matters progress		2	2	4	20	Increased risk score identified due to experiences on other projects, demand on materials is resulting in cost of some materials increasing dramatically.	John Gillies	
WA18	March 2021	**Financial:** There is a risk that the project costs are returned in excess of the approved funding level . **Consequence:** This would require a review of the project requirements and possible amendment of project scope.			2	4	8	Regular review and reporting of estimated project costs, with check points at Stage submissions. Delivery Agreement will not be signed on works in excess of funding level.	Monitor and Review: review as project develops		2	2	4	20	Current check cost estimate now in excess of funding level, review of costs ongoing. Assessment of risk / contingency sum ongoing. Anticipation is that material costs will increase.	John Gillies	

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

Change Committee Aligned Directorate Risks   Appendix 1b

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Committee	Executive Board	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	Change	SMB	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	Change	SMB	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	Change	SMB	12

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Committee	Executive Board	Risk Rating
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	Change	SMB	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	Change	GGB	15

Aligned Directorate Control Summary   Appendix 1c

Strategic Risk	Risk ID	Risk Summary	Action Description	Owner	Due Date	Status	Control Comments	Risk Rating	Target Rating	Committee	Executive Board
1	SDD002	Evidence Based Decision Making	Ongoing creation of Community Risk Index Model	Head of Service Delivery Programme Review	31/03/2022	Green - 60%	Externally validate and approve base CRIM with continual update and refresh of CRIM in future years. Phase 1 (Human Geography) completed and Phase 2 (Built and Natural Environments) now being undertaken.	12	9	Change	SMB
1	SDD002	Evidence Based Decision Making	Establish full internal linkage for data available across the SFRS	Head of Service Delivery Programme Review	31/03/2022	Green - 90%	Aligned to needs of Directorate within the revised BI Strategy. Delivery and rollout of BI strategy to be assessed to ensure it meets the needs of the Directorate. Ongoing dialogue and agreement to share resource between SDMP and Data Services	12	9	Change	SMB
1	SDD002	Evidence Based Decision Making	Continued delivery of the Service Delivery Model Programme against agreed programme timelines and milestones	Head of Service Development	31/03/2022	Green - 10%	Focus on action to be maintained into 2021/22. The development and completion of the whole programme will be over a number of years	12	9	Change	SMB

Strategic Risk	Risk ID	Risk Summary	Action Description	Owner	Due Date	Status	Control Comments	Risk Rating	Target Rating	Committee	Executive Board
6	POD002	Replacement Programme	Review of Phase 1 timescales and key milestones in the dossier to further inform planning, procurement and the release of required staff to support programme.	Head of POD	31/03/2022	Amber - 70%	Programme Manager leading the review of Phase 1 timescales and milestones. Contract with current supplier extended, market engagement undertaken with suppliers and programme UIG now established.	12	12	Change	SMB
6	POD002	Replacement Programme	Appointment to the wider Programme Team positions	Head of POD	31/12/2021	Green - 60%	Programme Manager now recruited. Business Case identifying additional staff requirements agreed by SLT and BCTAG. Recruitment will now be progressed.	12	12	Change	SMB
7	SDD004	Organisational Culture	Engage with all relevant stakeholders	Head of Service Delivery Programme Review	31/03/2022	Green - 40%	Ongoing awareness raising and training delivery to inflight change projects and programmes to embed quality assurance and improvement in change management methodologies.	12	8	Change	SMB

Strategic Risk	Risk ID	Risk Summary	Action Description	Owner	Due Date	Status	Control Comments	Risk Rating	Target Rating	Committee	Executive Board
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	Green - 40%	Development of business cases aligned to business need, separate from BCTAG process. New Head of function in Post with Programme Manager role now being considered. Progressing Public Involvement and Consultation post	16	5	Change	SMB
8	SPPC002	Communicate with Stakeholders	Develop a SFRS Communications and Engagement Strategy for 2021-23	Head of Communication and Engagement	31/03/2022	Amber - 20%	This action was carried forward from 2020/21. Desktop benchmarking has started with initial draft to be prepared for end September 2021 and following this the Strategy will follow governance path for authorisation.	15	12	Change	GGB
8	SPPC002	Communicate with Stakeholders	SO3:17 Implement the recommendations from the internal communications review. (Jun 21)	Head of Communication and Engagement	31/03/2022	Amber - 50%	This action is carried forward from 2020/21. Review of communications undertaken throughout Covid-19 undertaken. Work to be undertaken in relation to business communications to reduce email traffic and development of a project initiation document required for review of iHub.	15	12	Change	GGB

CHANGE COMMITTEE ROLLING FORWARD PLAN

Agenda Item 12.1

	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 • Change Portfolio/ Major Projects • General Reports • Command & Control Futures (Written update) • PTFA • Benefits Management Tracker • Gateway Review Action Plan • 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		**Change Portfolio / Major Projects** • Dashboard • RVDS Strategy – Change Request and updated dossier (TBC) **General Reports** • Spotlight on Project Resources •	**Change Portfolio /Major Projects** • Dashboard **General Reports** •	**Change Portfolio /Major Projects** • Dashboard **General Reports** •

CHANGE 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 • Change Portfolio. Major Projects • General Reports • Command & Control Futures (Written update) • PTFA • Benefits Management Tracker • Gateway Review Action Plan • 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		**Change Portfolio/ Major Projects** • Dashboard **Major Projects** • Dashboard **General Reports** •	**Change Portfolio /Major Projects** • Dashboard **General Reports** •	**Change Portfolio /Major Projects** • Dashboard **General Reports** •