SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 4 NOVEMBER 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

1   CHAIR'S WELCOME

2   APOLOGIES FOR ABSENCE

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

4   DECLARATION OF INTERESTS
Members should declare any financial and non-financial interest they have in the items of business for consideration, identifying the relevant agenda item, and the nature of their interest.

5   MINUTES OF PREVIOUS MEETING: 5 AUGUST 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   CHANGE PORTFOLIO/MAJOR PROJECTS
8.1   Portfolio Office Project Dashboard (*attached*)   *G Buchanan*
-       Retained/Volunteer Duty Strategy – Change Request and Dossier,
        SMART Objectives and Measures *(attached)*   *D Farries*
-       Protection of Vulnerable Groups Scheme – Closing Report *(attached)* *S Semple*
-       West Asset Resource Centre – Change Request *(attached)*   *I Morris*
-       *People, Payroll and Finance – Project Brief (attached)*   *P McGovern*

Please note that the public meeting will be recorded and published on the SFRS Website.

| 8.2 | People, Training, Finance and Assets System Programme Update *(attached)* | *P McGovern* |

9 **GENERAL REPORTS**
9.1 Portfolio Progress Update *(attached)*   *A Main*

10 **RISK**
10.1 Portfolio Office Risk Log/Tracker *(attached)*   *G Buchanan*
10.2 Commitee Aligned Directorate Risks *(attached)*   *P Stewart*
10.3 General Discussion: Committee's Role and Influence on Risk *(verbal)*   *F Thorburn*
10.4 Risk Spotlight: Strategic Risk 8 *(verbal)*   *P Stewart*

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

12 **REVIEW OF ACTIONS**   *A Cameron*

13 **DATE OF NEXT MEETING**
Thursday 3 February 2022 @ 1000 hrs

PRIVATE SESSION

14 **MINUTES OF PREVIOUS PRIVATE MEETING: 5 AUGUST 2021**
(*attached)*   *F Thorburn*

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

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

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

16 **COMMAND AND CONTROL FUTURES**   *J Dickie/*
16.1 Command and Control Future Project Update *(attached)*   *G MacKay*
16.2 Digital Assurance Office Health Check Review *(attached)*
16.3 CCF – Change Request and Updated Dossier *(attached)*

These reports are for information only.

Please note that the public meeting will be recorded and published on the SFRS Website.

Agenda
Item 5

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 5 AUGUST 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)	Brian Baverstock, Deputy Chair (BB)
Nick Barr (NB)	Angiolina Foster (AF)

IN ATTENDANCE:

Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
John Dickie (JD)	Assistant Chief Officer, Director of Training, Safety and Assurance
Iain Morris (IM)	Director of Asset Management
Andy Main (AM)	Head of Portfolio Office
Gillian Buchanan (GB)	Deputy Portfolio Manager
Kirsty Darwent (KD)	Chair of SFRS Board
Ali Perry (AP)	Head of Prevention and Protection (Item 9.1)
Kevin McCusker (KC)	Group Commander, Safe and Well Project (Item 9.1)
John MacDonald (JMacD)	Head of Service Development (Item 9.1)
Paul McGovern (PMcG)	PTFA Programme Manager (Item 9.2)
Heather Greig	Board Support Executive Officer
Debbie Haddow (DH)	Board Support/Minutes

OBSERVERS

Joan Nilsen	Portfolio Office
Siobhan Hynes	Portfolio Office

1   WELCOME

1.1   The Chair opened the meeting and welcomed those participating via MS Team, in particular, new Board Members Angiolina Foster and Stuart Ballingall to the Committee. She noted that due to a prior commitment, Stuart was unable to attend this meeting.

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

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

2   APOLOGIES

Stuart Ballingall, Board Member
Ross Haggart, Deputy Chief Officer
Alasdair Cameron, Group Commander Board Support

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

3.1   The Committee agreed that the McDonald Road Change Request (Agenda Item 17) and the Periodic Update: Command and Controls Futures (CCF) Project (Agenda Item 18) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

3.2   No private items were identified.

4   DECLARATION OF INTERESTS

4.1   None

5   MINUTES OF PREVIOUS PUBLIC MEETING: 6 MAY 2021

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

5.1.1   **The minutes of the meetings held on 6 May 2021 were approved as a true record of the meeting.**

5.2   **Matters Arising**

5.2.1   None

6   ACTION LOG

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

        Item 8.5.6 Retained and Volunteer Duty System Change Request and Updated Dossier (05/11/20): The Committee noted that the provided position statement did not address the original action. The Committee clarified that the original action was how we were emphasising the importance of Comms & Engagement into all projects. Portfolio Office were asked to update the position statement to more closely reflect the original action.

        Item 8 Service transformation Programme Dashboard (04/02/2021): The Committee were content to close this item, however, agreed to revisit this action at the end of the meeting.

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.

8   ANNUAL VALUE ADDED STATEMENT

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

8.2   The Committee discussed the potential inclusion of the general summary of assurance taken from the Committee's work and to highlight ongoing issues with specific projects/areas. It was noted that inclusion of this information may detract from the original purpose of the Value Added Statement. FT agreed to reflect on the discussions and review the statement which would be circulated by email for approval.

ACTION: FT

8.3   AM to review and provide revised wording for Section 5.2 (Financial Key Strategic Implications) within the covering report.

ACTION: AM

9   CHANGE PORTFOLIO/MAJOR PROJECTS
9.1   **Change Portfolio/Major Projects Dashboard**
9.1.1   GB presented the Change Portfolio/Major Projects Dashboard to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. Change Requests were presented for Emergency Services Network (ESN), Service Delivery Model Programme (SDMP), Community Risk Index Model (CRIM), Station and Appliance Review (SAR), Demand Based Duty System (DWDS) and Safe and Well (S&W) projects. An overview of the exception reporting for individual projects was provided.

9.1.2   In regard to SDMP, the Committee requested an update on the recruitment of the Public Involvement and Consultation Team and the potential implications of the imminent retirement of Area Commander John MacDonald. PS noted the 3 main areas of resource in terms of SDMP which were actively being progressed. These included posts within Public Engagement and Consultation Team (3 No.), Impact Assessment and Business Case teams (2 No.), Strategic Data Analysist and GIS Officer. The Skills/Resources remain red for this project primarily since the recruitment was still ongoing. PS assured the Committee that the Service were actively identifying and considering options ahead of AC MacDonald's retirement.

9.1.3   Safe and Well – Change Request and Updated Dossier
        AP presented the Change Request and updated Dossier noting the challenges arising from Covid had resulted in an options paper being developed and the decision to introduce a pilot scheme with the flexibility to draw from other staffing groups. The changes were outlined: extension to project timeline, additional milestones, inclusion of pilot analysis and associated resource and financial implications.

9.1.4   AP explained that the financial implications associated with the extended pilot had resulted in budget allocated for training within the current financial year not being fully realised, however, it would be required next financial year and a business case would have to be submitted. Similarly, project based personnel would remain on the project for this extended period.

9.1.5   The Committee sought clarification on the timeline for the extended pilot and the proposed roll out. AP confirmed that the pilot would be extended for 6 months (April 2022). Regarding identifying a specific timeline for the roll out, AP noted some of the challenges and other factors that needed to be considered, ie ongoing discussions with Rep Bodies, full period of communications and engagement, alignment with other projects, competing demands on ICT.

9.1.6   **The Committee scrutinised and noted the change request and updated dossier.**

        (A Perry and K McCusker left the meeting at 1030 hrs)
        (J MacDonald joined the meeting at 1030 hrs)

9.1.7   Emergency Services Network – Change Request and Update Dossier
        PS presented the Change Request and updated Dossier noting the revised timeline as dictated by the Home Office. The transition from commencement and completion and Airwave shut down were noted. Confirmation of business case approval was still awaited.

9.1.8   The Committee noted the extended timeline and requested whether there was any additional risk to the Service. PS noted the risk related to short-medium term actions already taken based on the expected timeline.   An example being the OI tablets purchased and the potential need to review and replace this equipment, if they do not have the necessary capabilities required. He noted the potential impact on the financial and resource perspective which would have to be reviewed once the business case was

approved. The Committee noted the update and welcomed the horizon scanning and collation of potential risks.

9.1.9   The Committee commented on the interdependencies and impact on the Command and Control Futures Project. PS confirmed that both the ESN Board and CCF Board were alive to the interdependencies and this would be discussed further under agenda Item 18.

9.1.10   The Committee commented on the risk relating to coverage (new network was not as strong as Airwave) and the mitigation action (drive testing) and requested reassurance on the fundamental level of risk involved.

9.1.11   PS assured the Committee that the Service were making significant representation at a UK level on the coverage elements and work continues to improve the mast infrastructure. A presentation would be provided to the project board on the extended mast infrastructure locations. Assessing the coverage across Scotland continues by drive testing, which is the most effective method of testing whether the masts are distributed appropriately to support the Service in all locations. The Service were currently trialling coverage booster over several sites. PS assured the Committee that the Service was represented at a programme and UK level in order to ensure that the coverage was acceptable and, as the Senior Responsible Officer, he would not sign off the project unless the coverage was suitable. He confirmed that all testing would be undertaken and finalised prior to the go live date.

9.1.12   **The Committee scrutinised and noted the change request and updated dossier.**

9.1.13   Service Delivery Model Programme – Change Request and Framework
CRIM/SAR/DWDS – Change Request and Dossiers
JMacD presented 4 change requests and 3 updated project dossiers to the Committee noting the Senior Management Board's approval of these documents. The following key points were highlighted:
- SDMP Framework updated to include:
  - Recognition of the RVDS element transferring to business as usual within the Operations Function. He assured the Committee that the appropriate level of contact will be maintained.
  - Updated terminology to take account of recent changes of the naming of the Change Committee, etc.
  - Inclusion of additional resources allocated to the project.
  - Alignment of SDMP into the overarching strategic change timeline.
- Projects dossiers had been updated to reflect the above changes and included additional detail and timelines.

9.1.14   The Committee noted on the extended timeline of 2 years. JMacD explained that the extended timeline would enable to the Service to develop a suite of options, allow due process for appraising the options, undertake formal consultation and give due regard to the outcomes and the development of an appropriate implementation plan which takes cognisance of key stakeholders and deliverability.

9.1.15   JMacD assured the Committee that the Service recognised the importance of consultation and noted the engagement/input/training with the Consultation Institute to ensure best practice. JMacD provided a brief update on the recruitment of the Public Involvement and Consultation Team.

9.1.16   PS reiterated the Service's awareness of the significant importance of consultation, the recruitment of dedicated resources, willingness to learn from previous consultations and the need to adhere to the Gunning principles to ensure the Service undertake a structured and systemic process which meets the needs of a public consultation.

9.1.17   On behalf of the Committee, FT thanked JMacD and wished him well for his imminent retiral from the Service.

9.1.18   **The Committee scrutinised and noted the updated Framework, change requests and updated dossiers.**

(J MacDonald left the meeting at 1055 hrs)
(P McGovern joined at meeting at 1055 hrs)

9.2   **People, Training, Finance and Assets System Project Update**
9.2.1   PMcG provide the Committee with a verbal update on the PTFAS Project, highlighting the following key points:
- Four tranches include finance/people/payroll, rostering, training and asset management
- Project timeline projected to March 2025, which is subject to change at Senior Management Board and includes time for benefit realisation.
- Building core programme team and associated contracted individuals. Bringing in resources from other areas of the Service/Directorate to help resource and direct the project.
- Focus over the first 6 months has been finance/people/payroll to identify current challenges, understand what better looks like, identify future target operating model.
- Some deliverables for the first phase include development of business case (HM Treasury 5 Case Model) to ensure approval for the significant level of investment required, develop statement of requirements for procurement exercise, engaged research partner (Gartner) to sense check and review, reviewing options for progressing work to include client side partner, engaged with other customers to learn from their experiences notably advised to stay standard and not to try to adapt systems (adopt rather than adapt).
- Engaging with Service Delivery Team Management Team meetings to reflect on current service being provided and proposal to engage with personnel throughout the service/station structure.
- Current Finance and HR licences expire in April and October 2023 and engagement had commenced with suppliers to ensure flexibility to enable the Service had time to identify any change.
- Potential costs are wide ranging and the Service needs to refine the project scope to enable costs to be more accurate.
- Governance – Additional project manager to be in post by September 2021 and the Programme Board to step back to undertake a more strategic overview.
- Rostering tranche commenced with a Business Analyst being appointed, who would identify stakeholders, understand the Service's vision for the future of rostering, help to develop an analysis plan that includes the development of a business case, initiate procurement process, recognise the significant operational impact of this tranche of the programme.

9.2.2   The Committee welcomed the engagement with customers/end users and noted that the instilling the sense of ownership with our staff was fundamental to the success of the programme.

9.2.3   The Committee requested clarification on the programmes relationship with the Portfolio Office. AM informed the Committee of early discussions with PMcG since taking up his post and to oversee governance arrangements, AM would sit on the Project Board. AM noted the opportunity to use PTFAS as a potential blueprint for other programmes/projects and integrate any learnings.

9.2.4   The Committee asked how previous learning from other programmes/projects was being taken on board and influencing the Service. PMcG noted one example of how previous

learning had highlighted the importance of using and seeking professional advice (business analyist) from outwith the Service.

9.2.5   The Committee requested that a written report be submitted for future meetings.

ACTION: PMcG

9.2.6   PMcG confirmed that the Service were engaging with other public bodies and private companies, ie Police Scotland, Renfrewshire Council and Liberty Steel.   Scottish Government have also offered to share information and extended invitations to attend supplier demonstration.   The Committee noted that several Scottish universities had undertaken a similar project and it may be worthwhile to engage with them.

9.2.7   The Committee referred to the initial proposals for a single system and asked whether a single system was still viable or whether separate systems were being considered. PMcG noted that a single HR/finance system was still an option, however this would depend on the pros/cons of a single or separate system and as part of the business case we would need to evaluate the options.   He noted the potential level of compromise which may be required for a single system and also the improved integration opportunities now available. PMcG reiterated the intention to purchase "off the shelf" system(s) and did not envisage using/creating bespoke system(s).

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

(P McGovern left the meeting at 1130 hrs)
(J Dickie joined the meeting at 1130 hrs)

10   GENERAL REPORTS
10.1   **Gateway Review Action Plan**
10.1.1   AM presented the Gateway Review Action Plan update report to the Committee.

10.1.2   Following on from the recent Committee workshop, AM outlined his intentions to:
- Define and establish a roadmap to reflect the continuous improvement programme which relates to the Portfolio Office.
- Close the Gateway Review Action Plan as this would be replaced by the roadmap (Portfolio Progress Update) which would be reviewed by the Senior Management Board.
- Continue to report quarterly to the Change Committee with the addition of granting access to the roadmap outwith the normal reporting cycle.

10.1.3   In regard to benefit tracker/management, AM noted that a review would be undertaken in this area and as discussed at the workshop, consideration would be given to recruit into this area to improve effectiveness and this would be reflected within the roadmap.

10.1.4   **The Committee noted the report.**

10.2   **New Watch Duty System Project Evaluation and RRU, RFTP and NWDS Evaluation**
10.2.1   **Combined Action Plan**
PSt presented the combined action plan developed following the recent post project evaluations carried out for the Rapid Response Units (RRU), Rural Full Time Post (RFTP) and New Watch Duty System (NWDS) projects for scrutiny. The following key points were noted:
- Combined action plan created due to the similarities identified within the findings for each project.
- Strengthening oversight of action plan, improve governance arrangements and strengthened performance management.
- Majority of actions were allocated to the Portfolio Office which would be addressed during the review of this function.

10.2.2 The Committee noted the quality of the project evaluations, the progress being made and supported the combining of the action plans.

10.2.3 The Committee commented on the evaluation reports focusing on the governance and process rather than the outcomes of the projects. PS acknowledged the Committee comment. He noted that due to elements of the original process being missing, this had lead to certain elements not being captured and therefore not able to be included within the evaluation reports. The Committee noted the immaturity of the Service at the time of these projects and the development made since.

10.2.4 **The Committee noted the report.**

(Meeting broke at 1137 hrs and reconvened at 1145 hrs)

11   RISK
11.1   **Portfolio Office Risk Log**
11.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office and the following key areas were highlighted:
- Six risks were added to the risk log. These related to McDonald Road (3 No.), PTFAS (1 No.) and ESN (2 No.)
- Six risks were removed and transferred back onto the project risk registers. These related to S&W (3 No.) and ESN (3 No.).

11.1.2 **The Committee noted the report.**

11.2   **Strategic Risk Register**
11.2.1 The Committee noted the SRR and Aligned Change Committee Directorate Risks. It was noted that the resource and capacity within the SDMP project has been previously discussed.

11.2.2 **The Committee noted the report.**

12   COMMITTEE ROLLING FORWARD PLAN
12.1   **Committee Forward Plan**
12.1.1 The following was noted:
- Future PTFA updates should be submitted as a written report.
- Gateway Review Action Plan to be removed and replaced by Portfolio Progress Update (roadmap).

12.2   **Items for consideration at Future IGF, Board and Strategy Day Meetings**
12.2.1 No items were identified.

13   REVIEW OF ACTIONS
13.1 HG confirmed that 3 formal actions were recorded during the meeting.

13.2 The Committee confirmed that Item 8 Service Transformation Programme Dashboard (04/02/21) would be closed.

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

14.2. There being no further matters to discuss, the public meeting closed at 1150 hrs.

PRIVATE SESSION

15   MINUTES OF PREVIOUS PRIVATE MEETING: 6 MAY 2021
15.1   The minutes were agreed as an accurate record of the meeting.

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

17   MCDONALD ROAD – CHANGE REQUEST
17.1   IM presented the change request to the Committee and provided an overview of the increased project costs, some general and specific project challenges, mitigating actions and potential risks.

17.2   **The Committee noted the updated and change request.**

18   COMMAND AND CONTROL FUTURES (CCF) PROJECT – STATUS UPDATE
18.1   GMacK presented a report to the Committee to provide an overview of the current project progress and an indication of emerging issues and impacts.

18.2   **The Committee noted and thanked JD and GMacK for the update and their ongoing efforts on the project.**

Agenda
Item 6

CHANGE COMMITTEE – ROLLING ACTION LOG

SCOTTISH
FIRE AND RESCUE SERVICE
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Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations
Currently the rolling action log contains 4 Actions. A total of 4 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 4 actions noted as completed (Blue status), note the zero actions categorised as Green status and note the zero 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. (Updated 05/08/21: The Committee noted that the provided position statement did not address the original action. The Committee clarified that the original action was how we were emphasising the importance of Comms & Engagement into all projects. Portfolio Office were asked to update the position statement to more closely reflect the original action)	**PO**	**August 2021** (Org February 2021)		**November 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. **Further Update (05/08/21):** As a cross cutting resource that provides support and enablement to all major projects and programmes the Communications and Engagement (C&E) function will be invited to provide input to where, when and how C&E integrates across the Business Change Lifecycle from concept through to delivery and beyond. C&E is one of many key stakeholder groups that have been asked to

					participate in the Design and Development activity of the Business Change Lifecycle. **Completed (04/11/2021):** The ongoing design of the Business Change Lifecycle (BCL) will address the points of integration required of C&E to ensure that all projects be assessed for a proportionate level of consultation and involvement from the C&E function throughout a projects lifecycle. Week ending 22 October the Portfolio Office have established the 1st Iteration of an 'Outline' design of the BCL with subsequent workshops to be planned with functions such as C&E on validating a consistent approach and points of integration. The Change Committee are asked to consider the closure of this action and provide scrutiny / input as to the proposed integration across the BCL through follow-up working sessions.

Committee Meeting: 5 August 2021						
Agenda Item	**Actions Arising**	**Lead**	**Due Date**	**RAG Status**	**Completion Date**	**Position Statement**
Item 8.2	**Annual Value Added Statement:** The Committee discussed the potential inclusion of the general summary of assurance taken from the Committee's work and to highlight ongoing issues with specific projects/areas. It was noted that inclusion of this information may detract from the original purpose of the Value Added Statement. FT agreed to reflect on the discussions and review the statement which would be circulated by email for approval	FT	**November 2021**		**October 2021**	**Completed (04/11/21):** Amendments were made to the Value Added Statement to reflect discussions and circulated to CC members for final approval with the final revised version circulated to Board members on 07/10/2021.
Item 8.3	**Annual Value Added Statement:** Head of Portfolio Office to review and provide revised wording for Section 5.2 (Financial Key Strategic Implications) within the covering report.	AM	**November 2021**		**August 2021**	**Completed (04/11/21):** Covering report amended and reissued.
Item 9.2.5	**People, Training, Finance and Assets System Project Update:** Written report be submitted for future meetings	PMcG	**November 2021**		**October 2021**	**Completed (04/11/21):** Written update provided.

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	20/10/21	MOU Clinical Governance should be presented to SLT prior to going to the SDC Meeting in November	Paul King / Kenny Barbour	Nov-21			

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: C/CC/27-21

Agenda Item: 8.1

Report To:	CHANGE COMMITTEE							
Meeting Date:	4 NOVEMBER 2021 (DATE AS AT: 20 OCTOBER 2021)							
Report Title:	PORTFOLIO OFFICE PROJECT DASHBOARD							
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 - Manager and 1 support roles have been re advertised.
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 Systems Programme (PTFAS). 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 (SG).
3.3.2	The Protection of Vulnerable Groups project closed with an identified underspend of £53k throughout its life cycle and was due to the cumulative impact of a number of factors outlined in the closing report.

3.4 3.4.1	**Capacity to Deliver** Full stakeholder engagement along with continuous monitoring of resource availability and allocation will be essential to ensure SFRS have the appropriate level of capacity to deliver all major change projects. The Portfolio Function will seek to develop Capacity Planning capabilities and embed across the change portfolio.
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	**Emergency Services Network –** Showing Red for costs and Amber for time**.** Funding issue still to be resolved, discussions between SFRS and SG and SG Programme still ongoing.
3.5.3	**RVDS** – showing Amber for time. Updated Dossier being put forward.
3.5.4	**People, Training, Finance and Assets Systems Programme –** has now established two projects within it, out of an expected four, these are 'People, Payroll and Finance' and 'Rostering'**.** Project briefs/dossiers will be put forward for scrutiny in due course. Both projects are reporting Amber for delivery to resource and skills, with active recruitment underway it is hoped this will be resolved soon. The Rostering project reports Amber to time and relates to the current timelines in the Programme dossier, these are to be amended and will be captured in the project specific dossier, once engagement with suppliers concludes.
3.5.5	**CCF** – showing amber across the board.
3.5.6	**MacDonald Road** - showing amber for Quality and Skills & Resources.
4	**Recommendation**
4.1	The CC 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 still to be put in place. Two jobs re-advertised. One vacancy filled.
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 – Retained Volunteer Duty Strategy – Change Request, Dossier and SMART Objectives & Measures.
5.3	Appendix C – Protection of Vulnerable Groups Scheme – Closing Report
5.4	Appendix D – West Asset Resource Centre – Change Request
5.5	Appendix E – People, Training, Finance and Asset System Project Brief

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

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

Governance Route for Report	**Meeting Date**	**Comment**
Change Committee	*4 November 2021*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE

**CHANGE PORTFOLIO
MONTHLY UPDATE REPORT**

RAG Status Key

🟩	on track
🟧	slippage but within tolerance
🟥	slippage outwith 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, David Lockhart	AC Andy Girrity	May-19	Jul-23	✗	✓	✓	🟩	🟩	🟩	🟥

Project Update: Pan Scotland risk metric now provided by Edinburgh University in addition to CRIM certification.
2nd academic validation of CRIM contract awarded to Nottingham University
Planning and development of CRIM 2, including built and natural environment risk variables, is ongoing.

Pathway to Green/Next Steps: Confirm ability to run risk metric independently, this includes finalising computing capacity via Amazon Web Services.(October 2021)
Identification and agreement of built and natural environment risk variables for CRIM 2. (Jan 22)
Appointment of Public Involvement and Engagement Team (Q3 2021-22)

Next Significant Milestone Forecast: Run CRIM risk metric independently. | Oct-21 | Development of CRIM 2 | Jan-22

					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
Demand Based Duty Systems	Head of Service Development, David Lockhart	GC Mark Loynd	Jun-18	Jul-23	✓	✓	✓	🟩	🟩	🟩	🟥

Project Update:
• An Excel based tool has been built to represent and analyse UFAS reduction at station level.
• Operational Demand analysis has been refreshed from the 2014-19 to the 2015-20 incident data.
• Processes continue to be refined and tested for Matching Operational Resources to Risk and Demand (MORRD) ensuring that the SDMP Criteria for Change are applied in an effective, robust and consistent manner.
• Development of a Business Intelligence (BI) Dashboard has been initiated to analyse operational demand and resilience requirements across different time frames and geographies.
• Benchmarking and optimisation processes for evidencing imbalances between duty system provision and operational risk and demand have been Identified.
• 1xSC & 1xWC have been appointed to the SDMP Business Case Impact Assessment Team.

Pathway to Green/Next Steps:
• Appoint the remaining 1xWC to the SDMP Business Case Impact Assessment Team. (Oct 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)
Next key milestone: • 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. (Mar 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

					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
Station & Appliance Review	Head of Service Development, David Lockhart	GC Mark Loynd	May-19	Jul-23	✗	✓	✓	🟩	🟩	🟩	🟥

Project Update:
• Operational modelling consultants, ORH, have completed development of a tool for identifying potential imbalances in pump provision across the Scottish Urban Rural Classifications using Response Benchmarks.
• Processes continue to be refined and tested for Matching Operational Resources to Risk and Demand (MORRD) ensuring that the SDMP Criteria for Change are applied in an effective, robust and consistent manner.
• Collaboration continues with the SFRS Operational Strategy Review to ensure alignment with relevant Concepts of Operations.
• The NFCC Definition of Risk Project has developed a Proof of Concept for determining the Likelihood and Consequence of Dwelling Fires. The report and methodology is being reviewed be identify potential learning opportunities for SFRS.
• 1xSC & 1xWC have been identified for the SDMP Business Case Impact Assessment Team.

Pathway to Green/Next Steps:
• Appoint the remaining 1xWC to the SDMP Business Case Impact Assessment Team. (Oct 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 Key Milestone: • 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)

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

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

					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
People, Payroll and Finance	Scott Semple and Lynne McGeough	Meg Graham	Jun-19	Apr-24	✓	✗	✓	🟧	🟩	🟩	🟧

Project Update:
• Project Brief created and submitted to the Programme Board for approval
• Contract for professional services to develop Business Case, Statement of Requirements and Data Strategy awarded to Moore Stephens Insight Ltd
• Initial kick off meeting arranged for 8th Oct with business engagement sessions provisionally planned to commence w/c 18th Oct
• Stakeholder engagement is ongoing - 40 working groups identified. PTFAS Project Manager and Business Analysts working through systems analysis; data analysis; business process analysis - 262 already identified to date
• Rich picture diagram to understand application ecosystem created
• User Intelligence Group membership finalised
• Further external engagement with Veolia Recycling and Merseyside Police
• High level project plan created and detailed planning underway, delivery dates dependent on outcome of further MHR contract discussions
• Capital expenditure estimates submitted and development of resource estimates underway

Pathway to Green/Next Steps:
• Onboard Moore Stephens Insight Ltd
• Deliver Statement of Requirements for February 2021 to allow Procurement of solutions to begin
• Agree Project Board membership and Terms of Reference

Next Significant Milestone Forecast: Establish Project Board | Oct-21 | Market research - supplier demos for UIG | Nov-21 | Development of strategic and outline business case | Dec-21

					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
Rostering	TBC	TBC	Aug-21	Apr-24	✗	✗	✗	🟩	🟩	🟩	🟧

Project Update:
• Discussions being held to identify Project Executive
• Development of Project Brief underway
• ICT recruitment campaign now live, awaiting applications for fixed term project manager post
• Analysis work continuing - development of rich picture diagram to document application ecosystem
• Engagement with Central Staffing and Retained Availability teams taken place
• Existing integrations between HR system and rostering being captured
• Initial assessment of Project resource requirements produced and requirement for backfilling
• Capital expenditure estimates submitted

Pathway to Green/Next Steps:
• Continue with establishment of Project governance in line with Programme / Project methodologies
• Appoint Project Manager following recruitment campaign

Next Significant Milestone Forecast: Appointment of Project Manager | Nov-21 | Develop high level plan | Nov-21

SCOTTISH FIRE AND RESCUE SERVICE

CHANGE PORTFOLIO
MONTHLY UPDATE REPORT

SMB: 20/10/2021
Data as of: 12/10/21

RAG Status Key
🟩	on track
🟧	slippage but within tolerance
🟥	slippage outwith 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 Improvement Programme	Head of Operations, DACO David Farries	GC Gavin Hammond	Sep-18	Mar-23	✗	✓	✓	🟧	🟩	🟩	🟩	

Project Update:	• Change Request associated with the refresh of Project Dossier and associated identified SMART Objectives was agreed by the September SMB. This will now be taken forward to Change Committee on 4th November • Following guidance from SLT the RVDS Strategy project is now rebranded as the RVDS Improvement Programme • The 5 Objectives will be considered as individual projects within the Programme and presented as such
Pathway to Green/Next Steps:	1. The 5 Objectives detailed in the Overarching Programme Dossier will be shaped into 5 individual project work packages/individual dossiers. 2. Project Leads will be allocated for each of the 5. 3. These individual elements will form the basis of the NRVLF Agenda moving forward. 4. An RVDS Improvement Board has been established, this group chaired by ACO Stevens will scrutinise the projects and includes Heads of Function, Project Manager and Programme office support. The inaugural meeting will take place on 1st November. 5. An RVDS Improvement Programme Framework is currently being written. This will satisfy the milestone for October '21 of creating a planner.
Next Significant Milestone Forecast:	Completion of new RVDS Improvement Programme framework — Oct-21 🟩

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:	The "Delivery to Time" measure was previously moved to red to reflect the outcomes of the July 2021 level gate review; it is now moved to amber to reflect the adoption of the new project delivery timeline (As of September 2021) The route to green for this measure is the delivery of all aspects of Systel's rectification plan and the development (and achievement of) a detailed project implementation plan. "Delivery to Cost" Rating moved to green at the April SMB following the completion of the financial year and the adoption of the CCF element of the 2021/22 capital programme. Moved to amber to reflect the potential change in delivery timeline that will impact on this year and next year's budget planning. "Delivery to Quality": This is unchanged from September 2020 SMB, the functionality and stability continues to be monitored through each of the iterative software releases, the next is due in the second week of October 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. The route to green for this measure is stability being seen and measured, defects addressed and the next iterations of software being tested and bedded-in.
Pathway to Green/Next Steps:	Delivery to Time - The route to green for this measure is the delivery of all aspects of Systel's rectification plan alongside a re-map of the delivery timeline. An updated project dossier and change request previously provided. Delivery to Quality - The route to green for this measure is stability being seen and measured, defects addressed and the next iterations of software being tested and measured 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. Delivery in relation to skills and resources - route to green is the 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. — 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**
Emergency Services Network	Head of ICT, Sandra Fox	Andrew Mosley	May-19	Dec-26	✓	✓	✓	🟩	🟥 Unknown	🟧	🟩

Project Update:	Scottish Government as Sponsor met with Finance leads (29/10/21) , still no update on available funding, will continue to be treated as in year pressures. Cost remains red as a result. Delay in recruiting member of staff for the funded post for User Led Assurance, waiting HR to progress advert. DNSP installation at SFRS data centres at Johnstone and Saughton House complete, Managed Firewall installation planned for November post COP26. Technical On Boarding leading to Code of Connection continues. Initial architectural diagrams submitted to the Home Office for review. In building surveys of SFRS critical Operational Locations has commenced, results will inform where coverage boosters will be deployed. Time changed to Green due to Programme timeline. New risk related to the availability of Semi Conductors in the global market added to Risk register in order that this can be monitored
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 October 21.
Next Significant Milestone:	DNSP Managed firewalls installation and configuration — Nov-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:	Cost - moved to green following change request approval
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 🟩	Museum of Fire — Mar-22 🟩

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 however time changed to green. Change request being presented following project board approval
Pathway to Green/Next Steps:	The current approved programme for the West ARC identifies occupation / use of the new facility in July 2023. The Stage 3 Report has been received and has been incorporated with the contract documentation with MCLH. The programme dates compiled within the Outline Programme Dates allow for Stage 4 (Design and Build) with costing after Stage 4, and identifies the construction works complete in April 2023. The programme dates compiled below allow for Stage 4 (Design and Build) with costing after Stage 4, and identifies the construction works complete in mid-March 2023.
Next Significant Milestone Forecast:	Determination of planing application — Sep-21 🟧	Construction work — Nov-21 🟧

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:	Progress continues to be made in key areas of the project. The ICT system is now in a period of user acceptance testing in preparation for the project pilot. Concurrent to this, and within the month a communication will be included in the staff briefing and those involved in the pilot will commence the accompanying training modules. There are some areas that have been identified as challenging to complete in time for the pilot, in particular around the associated literature for the project, however these are being continually reviewed and assessed to ensure as much as possible is tested and evaluated during the pilot. The final elements of the business case highlighting the financial requirements essential for any implementation of Safe & Well in 2022 are near complete and will be submitted at the next S&W project board meeting for consideration, direction and approval.
Pathway to Green/Next Steps:	Not applicable.
Next Significant Milestone Forecast:	S&W staff training packages complete — Aug-21 🟩	Suitable performance and evaluation criteria for pilot established — Aug-21 🟩	Deployment of S&W progressive Web App on to CAT Laptop/Tablet — Sep-21 🟩

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT CHANGE REQUEST

Report No: SD0002

Agenda Item:

Project Name:	**RVDS STRATEGY**
Change Category:	**DOSSIER & SCHEDULE**
Change Number:	**002**
Request Date:	**15 SEPTEMBER 2021**
Project Manager:	**GC GAVIN HAMMOND**
Executive Lead:	**HEAD OF FUNCTION DAVID FARRIES**

1	Justification
1.1 1.2 1.3 1.4	The Scottish Fire and Rescue Service (SFRS) is embarking upon a Long-Term Vision (LTV) over the next 10 years. A key part of this is a specific strategy that is seeking to strengthen the Retained and Volunteer Duty Systems (RVDS) across the SFRS. The sustainability challenges of the RVDS models, not just within Scotland but across the United Kingdom (UK), have been well recognised. Due to this, the SFRS has undertaken specific research into the RVDS, which has resulted in the recognition that improvements are necessary to support sustainability. To support and drive forward improvements it is proposed that an overarching RVDS Strategy will be developed and adopted. The purpose of this RVDS project is to maximise the use and associated benefits of on-call firefighters, ensuring the provision of an appropriate balance of prevention and protection and emergency response services to communities across Scotland. Whilst also recognising that existing contract requirements, modern day societal demands and current policies and procedures do not provide an adequate level of flexibility for RVDS employees or SFRS as the employer The initial RVDS strategy project was incorporated within the SDMP as many of the identified strands under this programme are interlinked and interdependent in terms of influencing and informing the way the Service understands and reacts to risk across the country and how the service strives to ensure safer communities and firefighter safety. Due to the significant contribution the RVDS make to ensuring the service retain the ability to respond effectively across the whole country (circa 50% frontline personnel covering 85% of our geographical footprint) the decision has been made to separate the RVDS project from the SDMP. This will ensure the required emphasis and resources are positioned to make improvements under current ways of working as well as drive and influence improvements across the other identified interdependent improvement programmes

2	Description of Change
2.1	The RVDS strategy project was initially scoped in three distinct phases, as outlined within the *Milestones* section below, to tie in and track the overall legacy Transformation Programme. The new dossier is intended to detail why Phase Two of the RVDS strategy has been refreshed and how it will be undertaken moving forward.

2.2	Six key objective areas were researched during Phase One: • Enhanced Engagement • Improved Attraction • Improved Recruitment and Selection • Enhanced Retention • Appropriate Response Models • Framework for Station Duties
2.3	The research within Phase One was completed in 2018-2019 culminating in the 19 Considerations to be progressed under Phase Two and Three. Phase Two was initiated whilst the project remained within the SDMP scope and delivery was aligned to the various SDMP workstreams, with associated interdependencies and dependencies. The new dossier will detail the refreshed and refined delivery of the RVDS Project linked to an overarching RVDS Strategy.
2.4	The current RVDS Strategy project document (previously SDMP framework document) had the initial project timeline for the completion of Phase Two of the programme as Q4 2020/21 which through a previous change request extended to Q2 2021/22.
2.5	The original dossier presented to the POB (now SMB) in Feb 2020 included, amongst others, the following assumptions: • RVDS Standardised T&Cs negotiations will conclude. • That additional resources will be made available to deliver options and considerations within project timelines.
2.6	Subsequently there has been the impact of the global pandemic, COVID19, on Service wide business which is reasonable to categorise as unforeseen when the project document and dossier was written and agreed.
2.7	Acknowledging and understanding, not repeating, work completed during Phase 1 and Phase 2, incorporating where appropriate the scope of the original 19 Considerations will ensure the projects purpose remains relevant and focussed. Doing so will provide greater clarity on required areas of attention highlighted within the RVDS strategy themes thus enabling the identification of fundamental priority workstreams for the project to progress.
2.8	This approach will enable a more robust ability to provide tangible realistic outcomes, timeframes, milestones and accountability under the project on fundamental areas impacting the RVDS and ways of working. Whilst providing continuous improvement via a dedicated frontline RVDS support function ensuring benefits realisation moving forward outwith the project. The RVDS support function entwinned with already identified interdependencies via other mainstream and innovative workstreams.
2.9	This redefined approach to the project, cognisant of work already undertaken in Phase One and during Phase Two, will identify and create a programme of improvement strategies; led by the National Retained & Volunteer Leadership Forum with approval from SMB and the Change Committee.
2.10	The areas researched during Phase One of the project and the three initially identified areas of focus under Phase Two and the 19 Considerations will be progressed forward where appropriate within at least one of the newly defined six strategic themes.
2.11	Once the priority workstreams have been identified recommendations will be presented via the NRVLF on which will be within scope of the RVDS Project; with detailed SMART objectives and appropriate governance and management, and which will be progressed as part of the continual improvement RVDS Strategy within the Operations framework by the RVDS Support Team.

2.12	The projects new objectives will focus on key fundamental areas and drivers for change that impact on the Services' ability to improve our RVDS that have not yet begun. Focussing on these priorities will influence and allow other identified key areas of work to be progressed more effectively and efficiently.
3	**Reason for Change**
3.1	Complete refresh and reset of the RVDS project dossier - Now that the RVDS project has been extricated from the SDMP there is an identified need to refresh and reset the project dossier.
4	**Impact Assessment**
4.1	**Impact on Scope**
4.1.1	The scope of the RVDS project remains unchanged although more focussed by this request.
4.2	**Impact on Risk**
4.2.1	The proposal potentially reduces overall risk to the RVDS project as it will provide improved ability to monitor progress against clearly defined objectives and associated timeframes.
4.3	**Impact on Time**
4.3.1	If approved, this will extend the overall completion of the RVDS project by three months to June 2023
4.4	**Impact on Resources**
4.4.1	It was recognised under the previous Phase Two of the project the need and benefit of forming a dedicated RVDS Support Team which was recruited in March 2021. In order for the project to effectively progress with what will be the confirmed key fundamental areas of priority all internal stakeholders are required to resource and support a matrix management model approach and/or provide additional dedicated subject matter experts with consideration given to the formation of a wider resourced On-Call Support Team (OCST).
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 – RVDS Project Dossier Refresh Version 6 (Final) and NRVLF RVDS Project Priorities SMART Objectives & Measures Framework

Prepared by:	GC Gavin Hammond
Sponsored by:	Head of Function DACO David Farries
Presented by:	Head of Function DACO David Farries

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.

Governance Route for Report	Meeting Date	Comment
National Retained & Volunteer Leadership Forum	2 September 2021	Agreed
Senior Management Board	15 Sept 2021	Approved
Change Committee	4 November 2021	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT DOSSIER

Programme Number: ST0016
Agenda Item:

Project Name:	**RETAINED AND VOLUNTEER DUTY SYSTEMS STRATEGY – REFRESH**
Project Start Date:	**Phase Two January 2020 (Phase One September 2018)**
Project Finish Date:	**June 2023 (Phase Two, September 2021)**
Project Manager:	**GC GAVIN HAMMOND**
Executive Lead:	**DAVID FARRIES, HEAD OF OPERATIONS**
Version:	**6.0**
Reason for Revision:	**REFRESH OF PROJECT DOSSIER FOLLOWING PROJECT DISAGGREGATION FROM SDMP AND MOVE ACROSS TO OPERATIONS FUNCTION**

1	**Business Need**

1.1	The Scottish Fire and Rescue Service (SFRS) is embarking upon a Long-Term Vision (LTV) over the next 10 years. A key part of this is a specific strategy that is seeking to strengthen the Retained and Volunteer Duty Systems (RVDS) across the SFRS.
1.2	The sustainability challenges of the RVDS models, not just within Scotland but across the United Kingdom (UK), have been well recognised. Due to this, the SFRS has undertaken specific research into the RVDS, which has resulted in the recognition that improvements are necessary to support sustainability. To support and drive forward improvements it is proposed that an overarching RVDS Improvement Programme will be developed and adopted.
1.3	Under the previous SFRS Transformation Programme, there have been specific projects that have strengthened the RVDS, including the deployment of Rapid Response Units (RRU's), Rural Full Time Posts (RFTP's) and the Youth Volunteer Scheme development.
1.4	The purpose of this RVDS Improvement Programme is to maximise the use and associated benefits of on-call firefighters, ensuring the provision of an appropriate balance of prevention and protection and emergency response services to communities across Scotland. Whilst also recognising that existing contract requirements, modern day societal demands and current policies and procedures do not provide an adequate level of flexibility for RVDS employees or SFRS as the employer.
1.5	The initial RVDS strategy project was incorporated within the SDMP as many of the identified strands under this programme are interlinked and interdependent in terms of influencing and informing the way the Service understands and reacts to risk across the country and how the service strives to ensure safer communities and firefighter safety. Due to the significant contribution the RVDS make to ensuring the service

	retain the ability to respond effectively across the whole country (circa 50% frontline personnel covering 85% of our geographical footprint) the decision was made to separate the RVDS project from the SDMP. This ensures the required emphasis and resources are positioned to make improvements under current ways of working as well as drive and influence improvements across the other identified interdependent improvement programmes.
1.6	Now that the RVDS focus has been extricated from the SDMP there is an identified need to refresh and reset the project dossier. Acknowledging and understanding, not repeating, work completed during Phase 1 and Phase 2, incorporating where appropriate the scope of the original 19 Considerations will ensure the projects purpose remains relevant and focussed. Doing so will provide greater clarity on required areas of attention previously highlighted within the RVDS strategy project themes thus enabling the identification of fundamental priority workstreams for the updated project to progress.
1.7	This approach will enable a more robust ability to provide tangible realistic outcomes, timeframes, milestones and accountability under the RVDS Improvement Programme on fundamental areas impacting the RVDS and ways of working. Whilst providing continuous improvement via a dedicated frontline RVDS support function ensuring benefits realisation moving forward out with the project. The RVDS support function entwined with already identified interdependencies via other mainstream and innovative workstreams.
2	**Specific Project Objectives**
2.1	The RVDS Strategy project was initially scoped in three distinct phases, as outlined within the *Milestones* section below, to tie in and track the overall legacy Transformation Programme. This dossier is intended to detail why Phase Two of the RVDS strategy has been refreshed and how it will be undertaken moving forward.
2.2	Six key objective areas were researched during Phase One: • Enhanced Engagement • Improved Attraction • Improved Recruitment and Selection • Enhanced Retention • Appropriate Response Models • Framework for Station Duties
2.3	The research within Phase One was completed in 2018-2019 culminating in the 19 Considerations to be progressed under Phase Two and Three. Phase Two was initiated whilst the project remained within the SDMP scope and delivery was aligned to the various SDMP workstreams, with associated interdependencies and dependencies. This dossier will detail the refreshed and refined delivery of the RVDS Project, supported by the National Retained & Volunteer Leadership Forum (NRVLF) and driven forward under the overarching RVDS Improvement Programme.
2.4	This redefined approach to the project, cognisant of work already undertaken in Phase One and during Phase Two, will identify and create a programme of improvement strategies; led by the National Retained & Volunteer Leadership Forum with scrutiny and approval being provided by a RVDS Improvement Programme Board, SMB and the Change Committee.

2.5	The initial programme of improvements and development within Phase Two defined its focus on three distinct areas: • Recruitment • Responding • Retention Under the new RVDS Improvement Programme, the developments and improvements will focus on six RVDS high level broad themes: • Contractual • Attraction • Recruitment • Competence • Retention • Policy
2.6	The areas researched during Phase One of the project and the three initially identified areas of focus under Phase Two and the 19 Considerations will be progressed forward where appropriate within at least one of the newly defined six strategic themes.
2.7	Priority workstreams have been identified and further development will result in various recommendations being presented via the NRVLF. Detailed SMART objectives (See appendix 1) and appropriate governance and management is in place. Other complementary work may be progressed in support of RVDS improvement programme with co-ordination provided by the RVDS Support Team. **RVDS Project - Refreshed Objectives**
2.8	Progress forward the specific priority workstreams identified and defined by the NRVLF and the RVDS Support Team; including identifying suitable opportunities to incorporate areas previously highlighted within the 19 Considerations where relevant.
2.9	Utilising the matrix management model approach to drive improvement and deliver outcomes, service wide departments and directorates will provide support and resources to the NRVLF and RVDS Support Team to develop and deliver against the specific priority workstreams and SMART objectives.
2.10	The new RVDS Improvement Programme has been created and influenced by work streams currently ongoing across the Service that impact the RVDS. The ongoing workstreams across departments are captured and monitored via the RVDS Consolidated Action plan to ensure a co-ordinated and collaborative approach to all matters related to RVDS improvements and ways of working. This approach will protect against inefficiencies in terms of time, effort, resources and guard against duplication.
2.11	The programme's new objectives will focus on key fundamental areas and drivers for change that impact on the Services' ability to improve our RVDS that have not yet begun. Focussing on these priorities will influence and allow other identified key areas of work to be progressed more effectively and efficiently.
2.12	The below are the overarching priority objectives identified including outcome aim statements and timeframes for completion: A) VARIABLE CONTRACT OPTIONS <u>Outcome Aim Statement:</u>

For SFRS to have the ability to offer a suite of variable contract options to current and potential RVDS personnel. Creation of an improved reward framework that appropriately remunerates RVDS employees, enhances flexibility in contractual arrangements and improves appliance availability which positively impacts on our ability to attract, recruit and retain RVDS firefighters.
Timeframe September 2021 – December 2022

B) RVDS STATION ESTABLISHMENTS
Outcome Aim Statement:
To support the ability to improve availability of our RVDS appliances and better inform our recruitment needs.
Timeframe August 2021 – March 2022

C) CREATING & FORMALISING RELATIONSHIPS BETWEEN ALL DUTY SYSTEMS
Outcome Aim Statement:
Maximise opportunities by utilising skills and development of personnel across all duty systems whilst supporting succession planning and recruitment.
Timeframe August 2021 – January 2023

D) RESPONDING OPTIONS & SOLUTIONS
Outcome Aim Statement:
To improve the flexibility and effectiveness of all our RVDS resources to enhance the service we provide to the communities whilst providing additional agile working solutions.
Timeframes August 2021 – March 2023

E) ATTRACTION AND RECRUITMENT IMPROVEMENTS
Outcome Aim Statement:
To promote and enhance the Service's ability to attract and recruit potential candidates to the role of RVDS firefighter whilst refining our processes and improving the candidates experience.
Timeframe August 2021 – October 2022

2.13	Detail against each objective with associated workstreams, milestones and measures are attached in Appendix 1 (NRVLF RVDS Project Priorities –SMART Objectives & Measures Framework document).
3	**Scope**
3.1	Phase One – Research and Initial Options Appraisal – **Complete**
3.2	Phase Two – Identify and create a programme of improvement strategies guided by the options and considerations adopted from the Phase One report.
3.3	Project Refresh - The original areas defined as in scope within the project dossier under Phase Two were predominantly married with and dependant on other workstreams identified under the SDMP; such as the Community Risk Index Model (CRIM) and Demand Based Duty System workstreams.
3.4	It was recognised that the RVDS project needed to be extracted from the SDMP due to the recognised risk to the sustainability of our RVDS. Action is required in the short and medium term and this did not necessarily dovetail with the projected timelines of elements of SDMP. It is acknowledged that various other service wide programmes will inform and influence future requirements and ways of working for our entire frontline

	response staff. There is recognition these programmes and projects may be interdependent with the RVDS Improvement Programme and associated projects but opportunities to progress fundamental improvements to our RVDS should not be dependent on or time bound by them.
3.5	The timeframes previously agreed for Phase Two of the initial project were based on reasonable assumptions such as the conclusion of negotiations for RDS T&C's Standardisations which to date have not reached a collectively agreed position.
3.6	The agreement for extra resources in the form of the RVDS Support Team, which at the time were focused on delivery against the considerations and Phase Two milestones was only implemented in April 2021 with a phase completion date of September 2021 giving little time for the extra resources to make an impact.
3.7	The COVID 19 global pandemic was unforeseen and has understandably impacted negatively on progress against the considerations and the required engagement and consultation of stakeholders.
4	**Assumptions**
4.1	- A collective agreement on standardised RVDS T&Cs negotiations will be achieved within reasonably expected timeframes following an already prolonged period of collective bargaining. - VDS T&C's standardisation outwith those included within the proposal on RDS standardised T&C's will conclude within reasonably expected timeframes - NRVLF will agree and gain approval from SMB on which priority workstreams and specific SMART objectives are to be progressed under the project moving forward. - That required support and resources will be made available to the NRVLF and RVDS Support Team from other service wide departments and directorates in terms of dedicated subject matter experts to develop and deliver against the agreed specific priority workstreams, SMART objectives and milestones within the defined timelines.
5	**Exclusions/Interdependencies**
5.1	The following areas are considered as separate projects in their own right and are therefore excluded from the scope of this project: - Standardisation of Retained Duty System (RDS) Terms and Conditions; - Demand Based Duty System Project (SDMP) - Station and Appliance Review Project (SDMP) - People, Training, Finance and Asset Systems Programme - Community Risk Index Modelling (SDMP) - Continuous Improvement Project (Training Review) - Safe and Well Project;
5.2	Elements of these projects will, however, inform and will in time require consideration as part of the ongoing RVDS Improvement Programme. The support and involvement of the RVDS Support Team as part of their embedded Operations function role will also be crucial alongside continual consideration and improvement for the RVDS as an integral part of the Operations function and framework. Where appropriate this is highlighted within the *Dependencies* section below.

6	Requirements
6.1	It was recognised under the previous Phase Two of the project the need and benefit of forming a dedicated RVDS Support Team which was recruited in March 2021. In order for the project to effectively progress with what will be the confirmed key fundamental areas of priority all internal stakeholders are required to resource and support a matrix management model approach and/or provide additional dedicated subject matter experts. This approach also serves to test the concept with consideration being given to the formation of an enhanced, wider resourced Support Team.
6.2	That a joined-up service wide approach is adopted supporting ongoing engagement with managers and employees across the Service. This will ensure that their needs and views are valued and considered and as such this is reflected in the terms of reference for both the NRVLF and the RVDS Support Team.
6.3	The Project will require the following support: • Oversight and scrutiny by the RVDS Improvement Programme Board • Leadership and support by the NRVLF • Support provided by all NRVLF members and resourced from directorates and departments as necessary • Daily management by a Project Manager; • Project Officer and Portfolio Office support; • Communication and Engagement support; • ICT support.
7	Outputs
7.1	Outputs are to be confirmed by the NRVLF following recommendation and approval of specific priority workstreams for the project to progress. The workstreams will come under one of the 6 strategy themes identified within the RVDS Strategy: • **Contractual** • **Attraction** • **Recruitment** • **Competence** • **Retention** • **Policy**
8	Milestones
8.1	New milestones will be defined along with SMART objectives which will be developed once the NRVLF has agreed and made recommendations as to what the key fundamental priority workstreams for the project are from areas identified under the RVDS Strategy Themes and following endorsement from SMB.
8.2	Detail against each objective with associated workstreams, milestones and measures are attached in Appendix (NRVLF RVDS Project Priorities – SMART Objectives & Measures Framework document).

Milestones	Anticipated Delivery Date
Phase One – Research	**Complete, Dec 2019**
Phase Two - Identify and create a programme of improvement strategies	

	Project Refresh	August 2021
	Design and develop an RVDS Improvement Programme that identifies and incorporates key fundamental priority areas of work to be progressed forward under the RVDS Project. The programme will also provide the Service and NRVLF the ability and agility to progress other essential RVDS specific workstreams outwith the project as part of business as usual and continual improvement via the RVDS Support Team as an embedded functional team within the Operations framework.	August 2021
	NRVLF to identify and recommend what the key fundamental priority workstreams are from within the 6 RVDS Strategy Themes that require progression through project management and governance. Further workstreams may be identified to progress under the project or as stand-alone projects depending on decisions made and agreed by SMB.	September 2021
	A full Project planner to be completed for the priority workstreams. With SMART objectives and defined tasks involved in the development of each area of focus.	October 2021
	Project finish/close.	June 2023
9.	**Dependencies**	
9.1	This project will be dependent and interdependent upon the following key areas of work within the SFRS: • Standardisation of RDS Terms and Conditions • Standardisation of VDS Terms and Conditions • Demand Based Duty System Project • Station and Appliance Review Project • Recruitment and selection Project • Safe and Well Project • TSA Continuous Improvement Plan • Command and Control Futures Project • People, Training, Finance and Asset Systems Programme • ICT • Communications & Engagement	
10.	**Stakeholders**	
10.1	The key project stakeholders are: • RVDS personnel; • Representative bodies; • Service Delivery Directorate; • People & Organisational Development Directorate • Strategic Planning, Performance & Communications Directorate • Training, Safety and Assurance Directorate • Finance and Contractual Services Directorate • Service Development Directorate • Local Authorities; Partner Agencies • Communities	

11.	Consultation and Engagement
11.1	A Consultation and Engagement strategy has been created and managed for the project. Consultation and Engagement will take place with RVDS personnel, Service Delivery Area Management Teams and Directorate colleagues utilising: • LSO/SDA RVDS Forums • SDA Management Teams & Practitioners Forum • Local Engagement sessions • Retained & Volunteer National SharePoint site and iHub • MS Teams • Bespoke surveys
12	Communications
12.1	A communications action plan and methodology has been developed in consultation with the SFRS communications business partner. Communications, aimed at key stakeholders, will support the wider SFRS change messaging.
12.2	Internal engagement has commenced at Directorate/Service Delivery Management level and with RVDS personnel utilising MS Teams and the National SharePoint site currently due to restrictions in place because of the pandemic. Wider face to face engagement with RVDS personnel will commence once the COVID 19 restrictions and precautions have been lifted.
13	Legal
13.1	The project manager will continue to liaise with SFRS legal to ensure that all legal obligations are met in terms of the aims, objectives and outcomes. SFRS legal are represented on the NRVLF which provides oversight for the RVDS improvement programme and project.
14	Business Case
14.1	**Submission date:** --/--/-- **Approved date:** N/A **Approved by:** N/A **Comments:**
15	Risks
15.1	A project risk register has been produced and is reviewed regularly by the project manager. The register is reviewed formally by the NRVLF and as part of the "business as usual process" within the Operations function.
15.2	Overarching risk to project delivery and completion is buy-in across internal departments married with appropriate resourcing and capacity.
16	Acceptance Criteria
16.1	The following criteria will be used to assess the successful delivery of the Project: • Delivery against the defined key fundamental workstreams. The specific SMART objectives provide clear criteria to assess progress and success.

17	Benefits
17.1	Detail against each objective with associated workstreams, milestones and measures are attached in Appendix (NRVLF RVDS Project Priorities –SMART Objectives & Measures Framework document). Within the objectives there are defined measures; baseline and balancing, which will enable the project and NRVLF to clearly identify and articulate measurable benefits aligned with the outcome statements.
17.2	Prioritisation of key fundamental workstreams to achieve tangible improvements which are ambitious but cognisant of the current position, to deliver and improve long term sustainable enhancements to attraction, recruitment and retention of RVDS staff alongside improvements to the management, response and operating models.
17.3	The benefits described below will not all be realised during the lifetime of the project as implementation of workstream and outcome recommendations will be decided and driven by SFRS SLT and Board members. As such the benefits are indicative at this time: Cashable • Improved financial control over RVDS models. • Improved RVDS Retention, a reduction on the current 8%. Non-Cashable The project will seek to achieve the following benefits: • Reduced risk for communities predominantly covered by RVDS personnel; • Improved local outcomes for communities; • Enhanced safety and operational preparedness for RVDS personnel; • Improved resource availability, above the current daytime availability; • Enhanced engagement with RVDS personnel on key issues; • Improved resilience within the RVDS models; • Improved work/life balance for RVDS personnel.
18	Disbenefits
18.1	Disbenefits of the Project are indicative only and listed below: • Resources and capacity of stakeholders • Salaries of project/RVDS Support team • Additional costs of wider Support Team if approved • Potential increase in costs of RVDS models • Training and Employee Development costs
19	Performance Measures
19.1	Project progress will be measured in the first instance against delivery milestones and the newly defined SMART objectives. Formal governance and scrutiny arrangements are also in place including oversight and guidance from the NRVLF, Senior Management Board and Change Committee.
19.2	Detail against each objective with associated workstreams, milestones and measures are attached in Appendix (NRVLF RVDS Project Priorities – SMART Objectives & Measures Framework document).

20	**Project Tolerances**
20.1	The main tolerances identified are internal stakeholder's ability to resource and timescales. It is anticipated that timescales for the completion of planned actions will fluctuate due to the various known and yet unknown dependencies and interdependencies throughout the strategy. The overall completion of the RVDS project is June 2023.
21	**Project Management Team Structure**
21.1	Executive Lead Project Manager Programme Officer
22	**Project Role Descriptions**
22.1	• The Executive Lead is responsible for the successful delivery of the project and will provide the strategic link to SFRS Board, Strategic Management Board and Change Committee; • The Project Manager is responsible for the day to day management of the project ensuring project milestones and objectives 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.
23	**Project Team Meeting Schedule**
23.1	The NRVLF meet monthly and any associated support groups and sub groups meetings are of the same frequency as a minimum to provide appropriate and timely updates. The RVDS Improvement Programme Board meeting frequency to be determined once the board has been established.
24	**Equality Impact Assessment**
24.1	The Project Lead is liaising with the Equality and Diversity (E&D) function now that a specific EIA for the project has been drafted due to the project no longer being within SDMP. The EIA will be reviewed as a live document on a regular basis. The E&D manager is a member of the NRVLF.
25	**Privacy Impact Assessment**
25.1	The Project Manager is liaising with the Information & Governance function and has drafted a specific DPIA due to the project no longer being within SDMP. Once approved this will be reviewed on a regular basis.
26	**Appendices/Further Reading**
26.1	NRVLF RVDS Project Priorities SMART Objectives & Measures Framework Agreed NRVLF Terms of Reference RVDS Support Team Terms of Reference RVDS Project Data Protection IA - Draft RVDS Equality IA – Draft

Prepared by:	GC Gavin Hammond
Sponsored by:	DACO David Farries, Head of Operations
Presented by:	DACO David Farries, Head of Operations
Links to Strategy	

Scottish Fire and Rescue Service Strategic Plan 2019-22

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

- *Objective 2.1* - We will analyse and understand a broad range of community risks across Scotland so that we have the right resources in the right places at the right time.
- *Objective 2.2* - We will be more flexible and modernise how we prepare for and respond to emergencies, including working and learning with others and making the most of technology.
- *Objective 2.3* - We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies

Governance Route for Report	Meeting Date	Comment
National Retained & Volunteer Leadership Forum	2 September 2021	Agreed
Senior Management Board	15 September 2021	Approved
Change Committee	4 November 2021	For Scrutiny

<u>Agreed Defined SMART Objectives and Measures Framework</u>

<u>Definitions</u>

Outcome Aim Statement – Overarching aim directing all activities.

Outcome Activities – are the work streams and actions to be considered and undertaken to enable delivery of the outcome aims and the work stream goals.

Baseline Measures - defines the starting point from which the improvement or impact of any change is calculated. Used to gauge how effective an improvement or change initiative through the various work streams and strands are.

Process Steps – Measurement and reporting of these, shows accountability of each process step in achieving the overarching outcome aim.

Balancing Measures – Measurement and reporting of these, shows accountability that changes to improve one part of the RVDS system does not cause problems in other parts of the system or Service.

<u>Measures Framework</u>

These measures are to be used across the Measures Framework for all workstreams & strands, rather than being attributed to one or two sections in isolation; hence they are predominantly balancing measures, both quantitative and qualitative.

These Measures (Balancing) are:

- Our actual figures against our current RVDS Target Operating Models (TOM) based on Full Time Equivalent (FTE) are:
  - RDS TOM is 3309 with a current (July 2021) FTE figure of 2414 meaning we are 895 RDS personnel away from the Services current operating model, 27.1% vacancy gap.
  - VDS TOM is 405 with a current (July 2021) FTE figure of 298 meaning we are 107 VDS personnel away from the Services current operating model, 26.4% vacancy gap.
- In terms of leavers (retention) versus recruitment rates between 2015 – 2019:
  - RDS there were 904 leavers and 661 new starters, a difference of 243; 7.4% of our RDS TOM, widening the gap against our current RDS TOM.
  - VDS there were 154 leavers and 88 new starters, a difference of 66; 16.3% of our VDS TOM, widening the gap against our current VDS TOM.
- RVDS availability using July 2021 AM figures we had an average daily availability of 209 appliances. With a total of 345 RVDS appliances this equates to an average of 136 RVDS appliances unavailable per day across SFRS, 39.4%
- Candidate experience and engagement in the recruitment process monitored and measured by; Candidate Drop Off Rate/Application to Offer Ratio (24%), Pre-employment Programme to Confirmed Applications Ratio, Time to Recruit – application to onboarding
- 70 years aligned to NJC & Grey Book without any changes to contract options for staff or organisation; requiring personnel to provide over 120 hours or 90 to 119 hours of availability each week as the only 2 options.

*This Measures Framework has been developed through iterative and ongoing guidance and participation of the Service Improvement Manager who is a member of the NRVLF.

What: **VARIABLE CONTRACT OPTIONS**

*Outcome Aim Statement***:**
For SFRS to have the ability to offer a suite of variable contract options to current and potential RVDS personnel. Creation of an improved reward framework that appropriately remunerates RVDS employees, enhances flexibility in contractual arrangements and improves appliance availability which positively impacts on our ability to attract, recruit and retain RVDS firefighters

Baseline Measures:
- Current RVDS contract options are restricted to 2 limited banding options, over 120 hours or 90 to 119 hours available a week only, which provide no flexibility for current or potential employees which is impacting on our ability to attract, recruit and retain RVDS firefighters
- RVDS availability using July 2021 AM figures we had an average daily availability of 209 appliances. With a total of 345 RVDS appliances this equates to an average of 136 RVDS appliances unavailable per day across SFRS, 39.4%

Outcome Activities:
Develop a suite of proposals aimed at creating an improved reward framework that appropriately remunerates RVDS employees, enhances flexibility in contractual arrangements and improves appliance availability:
- Remuneration options EG pay for availability, salary schemes and pay/reward for additional activities
- Contracted availability and availability management
- Flexible solutions – ways of working/availability
- Contract variables EG percentage bandings, patterns
- Non-operational activities aligned to or out with FF role map
- An increase of RVDS personnel being processed through application to interview stage (figures produced in % terms)
- Less personnel resigning for contractual availability reasons
- Less availability investigations, ultimately leading to dismissal through personnel not meeting contractual variables

Collective outcomes from this will be demonstrated by appliance availability linked directly with station establishment figures.

Process Steps:
- Review previous options explored as well as further research, benchmark and analysis of remuneration options of flexible solutions. (Sept 2021 - March 2022)
- Develop and Define recommendations (April - June 2022)
- Progress recommendations through SFRS governance route (July – Nov 2022)
- Present recommendations to SLT for decision (Dec 2022)

What: **RVDS STATION ESTABLISHMENTS**

*Outcome Aim Statement***:**
To support the ability to improve availability of our RVDS appliances and better inform our recruitment needs.

Baseline Measures:
- Our actual figures against our current RVDS Target Operating Models (TOM) based on Full Time Equivalent (FTE) are:
  RDS TOM is 3309 with an actual FTE figure of 2414 (July 2021) meaning we are 895 RDS personnel away from the Services current target operating model, 27.1% deficiency.
  VDS TOM is 405 with an actual FTE figure of 298 (July 2021) meaning we are 107 VDS personnel away from the Services current target operating model, 26.4% deficiency.
- In terms of leavers (retention) verses recruitment rates between 2015 – 2019:
  RDS there were 904 leavers and 661 new starters, a difference of 243; 7.34% of our RDS TOM, widening the gap against our current RDS TOM.
  VDS there were 154 leavers and 88 new starters, a difference of 66; 16.3% of our VDS TOM, widening the gap against our current VDS TOM.
- RVDS availability using July 2021 AM figures we had an average daily availability of 209 appliances. With a total of 345 RVDS appliances this equates to an average of 136 RVDS appliances unavailable per day across SFRS, 39.4%

Outcome Activities:
Revised TOM/Station establishment based on Service needs will allow a clearer understanding and enable robust monitoring of;
- Operational Availability/Appliances off the run
- Headcount and Vacancy Gap i.e.; RDS Actual Headcount/FTE -v- TOM, RDS Vacancy FTE; RDS Vacancy %
- Competency levels/Skill set requirements/training needs
- Leaver Trends

Analysis of which will support the programming of recruitment activity and will identify areas that require a targeted recruitment approach.

Process Steps:
Develop a SFRS flexible approach with a range of methodologies for consideration and agreement, to provide RVDS establishment figures, taking cognisance of:
  - Understand current arrangements for determining a Target Operating Model (based on various legacy area methods)
  - Obtaining Station / local area risk profiles
  - Obtain station footprints and understand limitations
  - Obtain local demographics, to inform potential candidate pools
  - Understand localised response time requirements – local impact assessments

Outcomes from this will be demonstrated in number of personnel figures against the determined target operating model.
Timeline/Milestones: Providing a position paper to NRVLF in August 2021. An initial examples paper presented in November 2021. Options appraisals and recommendations by March 2022.

What: **CREATING & FORMALISING RELATIONSHIPS BETWEEN ALL DUTY SYSTEMS**

*Outcome Aim Statement***:**
Maximise opportunities by utilising skills and development of personnel across all duty systems whilst supporting succession planning and recruitment

Baseline Measures:
- Our current Wholetime requirements against our TOM is 121 vacancies (WfP data Aug 2021).
- There are 355 forecasted wholetime leavers between Aug-21 and Apr-23, totalling 476; 15.8% of our WT TOM.
- August 2021 the total number of people employed by SFRS is 7186. We have 491 staff with Dual Contracts for RDS/VDS as well as their primary role. Thus, we have 6.8% of our workforce undertaking RDS/VDS dual contract roles currently.
- Currently no formalised, agreed arrangements in place for RDS migration to wholetime other than standard wholetime recruit processes
- No formalised agreed development pathways for RVDS Ff – CM/Leader, CM/Leader – WC

Outcome Activities:
To develop and make recommendations on formalised opportunities for enhancing relationships and complimentary ways of working across all duty systems including:
- Migration WT to RVDS, RVDS to WT
- Development pathways
- Accredited Prior Learning (APL), fast track to competent, re-engagement
- Dual Contracts – uniform and support staff
- Mixed Crewing options
- WT non-operational roles supporting maintenance of skills & RVDS availability

The outcomes above will be shown as a percentage against current recruitment for personnel moving from RVDS to WT and vice-versa. The outcome of this will also be reflected against the work being undertaken against the RVDS establishment target operating model.

Process Steps:

- Undertake research on what has been done internally & externally (Aug – Dec 21)
- Evaluate research completed and draft potential options (Jan – Jun 22)
- Conduct consultation/engagement on potential options (Feb – Jun 22)
- Review and consider the consultation/engagement feedback (Jun – Sep 22)
- Finalise potential options and present recommendations through SFRS governance via NRVLF (Oct – Dec 22)

What: **RESPONDING OPTIONS & SOLUTIONS**

*Outcome Aim Statement***:**
To improve the flexibility and effectiveness of all our RVDS resources to enhance the service we provide to the communities whilst providing additional agile working solutions

Baseline Measures:
- RVDS availability using July 2021 AM figures we had an average daily availability of 209 appliances. With a total of 345 RVDS appliances this equates to an average of 136 RVDS appliances unavailable per day across SFRS
- Our actual personnel figures against our current RVDS Target Operating Models (TOM) based on Full Time Equivalent (FTE) are:
  RDS TOM is 3309 with an actual FTE figure of 2414 meaning we are 895 RDS personnel away from the Services current operating model, 27.1% deficiency
  VDS TOM is 405 with an actual FTE figure of 298 meaning we are 107 VDS personnel away from the Services current operating model, 26.4% deficiency.
- Reliability of legacy roster management systems

Outcome Activities:
Present a suite of nationally agreed response options that provide scope for flexible local solutions in relation to incident response and crewing models under current arrangements whilst recognising future potential influencers such as SDMP and our identified needs through PTFAS to include:
- Flexible mobilisation
- Station Clusters
- Strategic stations identification
- Rostering and management systems – legacy Gartan/Rappel
- Rostering and management systems – requirements, new technologies, innovation

The outcomes will be shown as figures of the availability of station compared with unavailability along with effectiveness and reliability of a national rostering management system.

Process Steps:
High dependency on CCF and PTFAS hence some elements of identified workstreams have indicative dates and time frames

Rostering and management systems – legacy Gartan/Rappel:
Scope possibility of combining all legacy Gartan systems as part of the preparation for go live with new system (June 2022) and start to inform future requirements of an RVDS availability system Will involve standardising mobilising protocols within the system. Scope out workload & dependences with key stakeholders such as ICT, PTFAS and Systel - Aug 2021 – May 2022
Strategic stations identification:
Review existing documentation with OC, Sept - Nov 2021, Refresh & confirm arrangements Dec 21 - Feb 2022, ready for go live with new system (June 2022)
Phased Response Options – undertake research in to options Jan – April 2022, scope out options from research April - Sept 2022, present options recommendations paper Oct 2022
Rostering of RVDS crews – scope out parameters and options for SFRS rostering Jan 2022 – June 2022, engagement and consultation on options/approaches July – Oct 2022, collate and evaluate feedback Nov – Jan 2023, final options appraisals Jan – Feb 2023, present recommendations to NRVLF – March 2023

Flexible mobilisation - personnel skills set based mobilising:
Scope out the options for flexible mobilisation in terms of crew numbers, skill sets and incident types, reviewing PDAs for personnel requirements rather than appliance numbers, Provide recommendations to NRVLF broad estimated timeframes June 2022 – March 2023
Station Clusters (pooling of personnel) - Combined Stations:
Scope approaches and options based on geographic location, RVDS availability and incident data, Identification of local area SDA opportunities + options appraisals, recommendations paper, engagement (internal & external)

What: ATTRACTION AND RECRUITMENT IMPROVEMENTS

Outcome Aim Statement:
To promote and enhance the Service's ability to attract and recruit potential candidates to the role of RVDS firefighter whilst refining our processes and improving the candidates experience

Baseline Measures:
- Our actual figures against our current RVDS Target Operating Models (TOM) based on Full Time Equivalent (FTE) are:
  RDS TOM is 3309 with an actual FTE figure of 2414 meaning we are 895 RDS personnel away from the Services current operating model, 27.1% deficiency.
  VDS TOM is 405 with an actual FTE figure of 298 meaning we are 107 VDS personnel away from the Services current operating model, 26.4% deficiency.
- In terms of leavers (retention) verses recruitment rates between 2015 – 2019:
  RDS there were 904 leavers and 661 new starters, a difference of 243; 7.34% of our RDS TOM, widening the gap against our current RDS TOM.
  VDS there were 154 leavers and 88 new starters, a difference of 66; 16.3% of our VDS TOM, widening the gap against our current VDS TOM.
- Currently the percentage success rate, "On Boarding", of candidates progressed through application to candidates confirmed on TTM courses is 24% (Application to offer success rate percentage)

Outcome Activities:
Scope and deliver improvements to enhance wider RVDS attraction and recruitment including:
- Develop national best practice resource tool box underpinned with templates to support local attraction needs and messaging.
- Updating website content to have RDS & VDS specific information and refreshed attraction & recruitment documentation
- Engagement with staff, partners & stakeholders to explore themes, issues, challenges and strengths to inform future attraction & recruitment approaches both nationally and local.
- Explore opportunities for establishing recruitment officers/champions
- Scope the purpose and potential for rebranding of our RVDS
- Review and refine recruitment requirements and processes to maximise recruitment prospects in local areas whilst maintaining required standards for the role.
- Design, rollout and evolve a supported pre-employment engagement programme facilitating new RVDS applicants to engage with their local stations from the outset.
- Improving the candidate experience whilst providing access to coaching and guidance, enhancing candidates understanding of the RVDS Firefighter role and better preparing them for the pre-selection tests. The target is to reduce the failure/dropout rate of potential new recruits from the current figure of 45%.

Process Steps:

Scope the purpose and potential for rebranding of our RVDS to On-Call and present recommendations through SFRS governance March 2022

RVDS Recruitment - Understand current processes and requirements – Aug 21 – Oct 21, Develop refined processes and requirements – Nov 21 – March 2022, present recommendations on identified improvements – April 2022 – Sept 2022

Develop national best practice resource tool box underpinned with templates to support local attraction needs and messaging = Scoping with RVDS ST – Oct 21, Design templates, feedback processes, agree communication mechanisms & hosting – Dec 2021, Recommendations to NRVLF - Jan 2022, Launch by March 2022

Updating website content to have RDS & VDS specific information and refreshed attraction & recruitment documentation = Review and engage on documentation – Sept 2021, evaluate feedback and refresh documents supported by Comms – Oct, Work with graphics for finalising look & feel – Nov 2021, Present to NRVLF – Dec 2021, Service wide promotion of new material/documents including social media – Jan 2022

Engagement with staff, partners and stakeholders to explore themes, issues, challenges and strengths to inform future attraction & recruitment approaches both nationally and local = internal workshops – scoping how to encourage partners support - Mar 2022, strategy paper based on workshop outcomes to NRVLF – April 2022, define processes & policies for capturing & updating primary employer details – May to Aug 2022, target identified partners & engage via workshops – July 2022, Outcomes paper to NRVLF – Aug 2022, internal RVDS workshops looking at & scoping primary employers engagement approaches – Sept 2022, strategy paper based on workshop outcomes with recommendations to NRVLF – Oct 2022

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT CLOSING REPORT

Programme Number:

Agenda Item:

Project Name:	**PROTECTION OF VULNERABLE GROUPS (PVG) SCHEME PROJECT**
Project Start Date:	**MAY 2019**
Project End Date:	**30TH JULY 2021**
Project Manager:	**GEORGE LINDSAY, TEMP HROD MANAGER**
Executive Lead:	**LIZ BARNES, DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT**

1	**Project Delivery Status**
1.1	**Delivery to Time**
1.1.1	In the case of existing Uniformed employees in the roles of Firefighter to Head of Function (Operational) it was originally scheduled that these employees would be awarded PVG Scheme membership by the 31st March 2021. Due to unanticipated delays in the receipt, processing and submission of applications for PVG Scheme membership, SMB approved a request for a six months extension of the project till 30th September 2021. This extension was supported by a project review that led to improved processes, an increase in administrative capacity and enhanced managerial oversight at the Project and Local Area levels. As a result of these remedial actions, a significant increase in the throughput of applications was achieved, with only 37 of the circa 6,200 in-scope employees still to submit applications for PVG membership. Of these 37, 19 are currently absent for duty due to factors such as Long-Term Sickness or Maternity Leave etc, and their absence will be monitored to ensure that applications are submitted on their return. The remaining 18 employees are currently at work, and arrangements are in place to ensure that applications are requested and submitted.
1.1.2	In the case of Support Staff employees, guidance notes are in place to support the identification of pertinent roles carrying out work identified as "Regulated Work" under the PVG Ac or requiring Standard Disclosure. These posts will then be entered into a register that would be consulted prior to any appointments.
1.2	**Delivery to Cost**
1.2.1	The projects delivery to cost has been closely monitored with a proactive approach taken to ensuring that, where the need was identified, funding was released and acquired for the coming financial years to meet with delivery time lines.
1.2.2	The original Project Dossier estimated the cost of the project at £415,000. It is anticipated that the costs associated with those employees still to submit applications, and those whose applications are still being processed by Disclosure Scotland will not exceed £6,000. In consequence, based on both this and the current recorded spend of £356,000, the project throughout its lifespan will record an underspend of £53,000.
1.2.3	This underspend is considered to be due to a number of factors. The underspend is therefore due to the cumulative impact of the following factors: • The original budget was based on the cost of all Uniformed employees being awarded full PVG Scheme membership for carrying out Regulated Work with both Children and Protected Adults.

	• Over the lifespan of the project, a significant number of uniformed employees left the Service before being awarded PVG membership. The costs of the PVG Scheme membership awarded to their replacements at the point of entry to SFRS was met from a separate budget. • A significant number of SFRS uniformed employees had already been awarded PVG Scheme membership on taking up roles which had previously been identified as requiring PVG Scheme membership. • Other Uniformed employees had been awarded PVG Scheme membership through other organisations, and registering these as carrying out regulated work for SFRS attracted a significantly reduced charge.
1.3	**Delivery to Quality**
1.3.1	The primary object of the PVG Project was that all Uniformed employees identified as carrying out Regulated Work under the PVG Act would be awarded PVG membership, and permit SFRS to meet its statutory and ethical duties through compliance with the requirements of the PVG Act. As noted above of the circa 6,200 in-scope uniformed employees, only 37 have still to be awarded PVG Membership, with robust measures now in place to ensure that these are awarded membership as soon as is practical. Robust processes have also been introduced as part of the Uniformed Recruitment processes to ensure that future entrants to the Uniformed Service are awarded PVG Scheme membership before the contract of appointment is confirmed.
1.3.2	Processes were also developed to consider the future employment of employees "barred", i.e. refused membership of the PVG Scheme. However, to date no employee has been refused membership of the PVG Scheme.
1.3.3	Based on these considerations, it is considered that the Project has therefore delivered to the required quality as specified within the Project Dossier.
2	**Benefits**
2.1	**Cashable**

2.1.1	Anticipated from Dossier	Achieved	Reason/Comment
	N/A	N/A	N/A

2.2	**Non-Cashable**		
2.2.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	SFRS will have met all legislative and statutory obligations relating to the Protecting Vulnerable Groups (Scotland) Act 2007 in relation in to our current service delivery model.	Achieved	With the exception of the 37 Uniformed employees still to submit applications, all uniformed employees have now been awarded PVG membership. Robust processes are in place to ensure that these & future employees in these roles submit applications at the earliest possible time.

There are also a number of high level benefits to which the completion of the PVG scheme project will contribute:

High Level Benefit	Project Positive Outcome
We are a more agile Service that is designed to better meet the changing risks facing Scotland	The awarding of PVG Membership to our uniformed employees will permit them to carry out an enhanced community safety and wellbeing role, should SFRS require them to do so.

	We have strengthened our contribution to the prevention and reduction of unintentional harm in Scotland's communities.	By ensuring that our uniformed personnel have been awarded PVG membership, we will have enhanced the safety of vulnerable people.
	We have strengthened our contribution to building the resilience of Scotland's communities.	The awarding of PVG Membership to our uniformed employees will permit them to carry out an enhanced community safety and wellbeing role, and reduce the risk of some of our employees posing a risk to vulnerable groups
	We are a more efficient and productive organisation in how we use our skills, capabilities and resources.	The awarding of PVG Membership to our uniformed employees will permit them to carry out an enhanced community safety and wellbeing role, should SFRS require them to do so
	We are highly trusted by staff, partners, communities, and other stakeholders in delivering safe and planned changes to the Service	By ensuring that our uniformed personnel have been awarded PVG membership, we will be able to demonstrate that SFRS; employees can be trusted to support partner agencies in providing services to vulnerable people.

3	**Disbenefits**		
3.1	**Cashable**		
3.1.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	Costs associated with the project in relation to retrospective PVG scheme memberships, circa £418,000	Achieved	The direct costs of awarding PVG Scheme membership to existing Uniformed employees will result in an Project spend of £362,000, and an underspend of £53,000.
3.2	**Non-Cashable**		
3.2.1	**Anticipated from Dossier**	**Achieved**	**Reason/Comment**
	The impact on capacity of current HROD and SDA staff and their associated workloads in order to progress a significant volume of applications on a monthly basis.	Achieved	The receipt and processing of PVG applications placed a considerable workload on the Administrative staff concerned. Initial projections that this increased workload could be met with existing resources proved to be over optimistic, and consequently it became necessary to augment the existing Admin team through the use of two additional employees on temporary contracts.
4	**Project Interdependencies**		
4.1	**Project**	**Interdependency**	**Impact**
	Out of Hospital Cardiac Arrest (OHCA) project	An initial driver of the requirement for Uniformed employees to gain PVG Scheme membership was the Scottish Ambulance Service requirement that	Whilst OCHA and OCHA+ have not been incorporated into the core functions of SFRS Firefighters, the awarding of PVG Scheme membership to all Uniformed employees in the roles of Firefighter to Head of Function (Operational) will facilitate such a broadening of the role should this subsequently be introduced.

		SFRS participants in the OHCA pilot gain this membership as a pre-requisite to providing care to members of the community suffering cardiac arrest.	
	Safe and Well project	The Safe and Well project envisaged an increased interaction between SFRS uniformed employees and vulnerable members of the community. Such activities can entail work recognised as "Regulated Work" under the PVG Scheme, and the awarding of PVG Scheme membership was therefore a pre-requisite for SFRS undertaking such activities.	Whilst Safe and Well activities have not been incorporated into the core functions of SFRS Firefighters, the awarding of PVG Scheme membership to all Uniformed employees in the roles of Firefighter to Head of Function (Operational) will facilitate such a broadening of the role should this subsequently be introduced.
5	**Lessons Identified**		
5.1	The PVG project was largely dependent on administration support to issue, record and process applications, and on local officers to oversee the submission of applications by the Firefighters under their charge. The initial view was that the administrative challenge could be achieved by the existing Administrative resources. In practice the volume of applications proved to be beyond the capacity of the administrative team to accurately process. This resulted in a backlog of applications requiring processing, and inaccurate recording of the those processed. The scale of the administrative challenge was also exacerbated by the poor response from some employees, where requests for the submission of applications were not acted upon, or applications submitted contained omissions or inaccurate information, and required Admin to return these for correction. Whilst a range of communications and supporting guidance was issued to employees and managers, the poor quality of return suggests that this may not always have been accessed by the intended recipients. The need to oversee the submission of application, to encourage staff who did not initially response to requests to submit applications and to carry out initial checks of submitted applications also placed a considerable additional workload on Station Commanders. This was particularly acute in Local Areas with a large number of RVDS employees where direct communications can be challenging.		

| | Based on these considerations it is felt that future projects requiring large scale processing of data should commence with a full review of the administrative capacity, and processes that will be required to manage this. In addition, the apparent lack of engagement by employees that resulted in delayed or poor responses to complete applications demonstrates that the initial engagement with employee and front-line manager was insufficient to ensure their understanding and engagement. Finally, the demand on Supervisory Officers within SDAs should be considered in relation to other coterminous service activities to ensure that the additional demands can be met within the project timescales It is therefore concluded that any future such projects should utilise a more comprehensive and sustained communication strategy, and engage more fully with senior Area Officers to assess their capacity to support the project, to continually appraise them of progress, and to seek their support to address sub-optimal responses. |

6	**Outstanding Project Risk**			
6.1	**Concern**	**Mitigation**	**Probability**	**Impact**
	N/A	N/A	N/A	N/A

7	**Future Projects**	
7.1	**Title**	**Intended Product/Benefit**
	N/A	N/A

8	**Performance Measure**	
8.1	**Performance Indictor**	**Method**
	N/A	N/A

9	**Appendices/Further Reading**
9.1	N/A

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

Links to Strategy
The identification of regulated work carried out by SFRS employees and the subsequent implementation of project outcomes will assist SFRS in addressing objectives outlined within the Strategic Plan, i.e.: Outcome 1: "Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth", and "Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland".

Governance Route for Report	Meeting Date	Comment
Senior Management Board	*11th August 2021*	*Approved, with minor amendments.*
Change Committee	*4th November 2021*	*For Scrutiny*

OFFICIAL

APPENDIX D

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT CHANGE REQUEST

Programme Number:

Agenda Item:

Project Name:	**WEST ARC**
Change Category:	**SCOPE/QUALITY/COST**
Change Number:	**5**
Request Date:	**29/7/21**
Project Manager:	**JOHN GILLIES**
Executive Lead:	**IAIN MORRIS**

1	Justification
1.1	A review of project requirements together with wider implications within SFRS and the construction industry has identified risk items that are anticipated to impact the West ARC project. The opportunity to amend the project programme would better align the West ARC project works with SFRS requirement. Programme amendment would allow for cost certainty prior to agreeing the Delivery Agreement (DA), a DA that would allow for transference of risk of subsequent increased material cost / delivery issue to the contractor, while also better aligning the West ARC spend profile to SFRS financial commitments.

2	Description of Change
2.1	Extend project delivery programme to allow for construction completion 30 June 2023 (an extension of 6 months).

3	Reason for Change
3.1	• Lessons learned on recent projects has identified the requirement for cost certainty before engaging in a Delivery Agreement for construction works. Uncertainty on material cost and delivery has been identified as a risk / issue for these works. The selected procurement route and associated programme amendment best protects SFRS from the impact of cost variations experienced following agreement of the Delivery Agreement. • Programme change allows for amending the West ARC spend profile to better align with SFRS financial commitments across financial years. • Programme re-alignment would assist the delivery of these works to SFRS core project requirements – quality and cost.

4	Impact Assessment
4.1	**Impact on Scope**
4.1.1	No impact on project scope is anticipated should this change be approved.
4.2	**Impact on Risk**
4.2.1	• Programme risks (Risk Register items: 7, 12 & 15), will still require to be managed, it is anticipated that any impact of their realisation would be accommodated within this proposed amended construction completion date. • Financial risk items (14 & 18), would be clearly quantified within the Delivery Agreement with subsequent risk passed to the contractor.

4.3	Impact on Time
4.3.1	It is requested that the construction completion date be amended to 30 June 2023, a delay of some 6 months.
4.3.2	The new West ARC Outline Programme Dates attached – Appendix A

4.4	Impact on Resources
4.4.1	No impact on project resourcing is anticipated should this change be approved.
4.5	Other
4.5.1	Lessons learned on other development projects have identified pressures of programme have an adverse effect on project delivery when measured against cost / quality. Given there are no identified "follow-on" dependency projects associated with the West ARC, it is considered that an extension of the project programme would not adversely impact SFRS operations in relation to the functions proposed within the West ARC.

5	Options Appraisal
5.1	Long and Short Lists of Options
5.1.1	The following options have been identified: • Option 1: Approve Change Request 5 to allow for the programme to be adjusted to accommodate firm cost within Delivery Agreement, transfer risk of subsequent cost increases and better align West ARC spend profile to SFRS financial commitments across financial years. • Option 2: Amend Change Request 5 to allow for the project programme to be adjusted to allow for programme delay to April 2023, as identified within current programme projections to allow for firm cost within DA and transfer of subsequent cost increases, but limit alignment of West ARC spend profile against SFRS financial commitments. • Option 3: Dismiss Change Request 5 and progress works "in delay" to previously approved programme.
5.2	Detailed Options Appraisal
5.2.1	Option 1 – A realigned programme with a construction completion in June 2023, would assist project progress by accommodating the programme implications of gaining firm costs prior to acceptance of the Delivery Agreement, while also allowing for better alignment of project spend with SFRS financial commitments across financial years.
5.3	Preferred Option
5.3.1	Option 1 is preferred.
6	Appendices/Further Reading
6.1	

Prepared by:	John Gillies Project Manager
Sponsored by:	Iain Morris, Acting Dir. of Finance and Procurement
Presented by:	John Gillies Project Manager

Links to Strategy

Governance Route for Report	Meeting Date	Comment
Project Board	*31/8/21*	*For Approval*
Senior Management Board	*15/09/21*	*Approved*
Change Committee	*04/11/21*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE
Portfolio Office

PROJECT BRIEF

Programme Number:

Agenda Item:

Project Name:	**PEOPLE, PAYROLL AND FINANCE**
Project Start Date:	**17/06/2019**
Project Finish Date:	**31/04/2024**
Project Manager:	**MEGAN GRAHAM**
Executive Lead:	**SCOTT SEMPLE & LYNNE MCGEOUGH**

1	**Purpose**
1.1	This document introduces the People, Payroll and Finance Project that has been created within the People, Training, Finance and Assets Systems Programme (PTFAS); it sets the rationale for creating this as a project, what the project will achieve, why this will be beneficial and how it will be done.
2	**Background**
2.1	The PTFAS Programme was established in June 2020 following the merger of two previous projects: the People & Training and Finance & Assets Projects. A project brief was approved for the People & Training Project in October 2019.
2.2	Following best practice guidance and in consultation with the Portfolio Office, the PTFAS Programme Board has now agreed that it will create projects to deliver the outputs required to meet the overall Programme Objectives. The projects that make up the PTFAS Programme are different than those previously identified and are now as follows: a) People, Payroll & Finance b) Rostering c) Training d) Asset Management
2.3	People, Payroll and Finance is therefore now a single project while Rostering and Asset Management will be separate projects. A Training project has been listed above although there is still work to be done to establish how many of the Training Department's processes could be included in the People, Payroll and Finance Project (this is discussed later in this brief).
2.4	A single People, Payroll and Finance Project has been created because people information is at the core of the PTFAS Programme. Therefore creating a stable core platform and lean processes for our People functions is essential as it will create a foundation on which to develop the rest of the Programme objectives. In addition, 80% of our costs are People related, therefore creating a project which deals with both People and Finance makes good business sense.
2.5	The People, Payroll & Finance Project will be looking at the ways of working and supporting systems for our POD and Finance Directorates (with the potential to extend to the Training Department). Their systems were implemented around the creation of SFRS in 2013, at a time when the key business driver was merger.
2.6	Since then, the organisational landscape has matured considerably and the needs of the

	business have changed; where previously there was a driver for merger and unification, there are now drivers for integration and better ways of working.
2.7	Despite considerable effort to maintain existing systems and examples of where they provide a good quality of service to our people, the level of dissatisfaction with them is generally high. Our expectations of what systems should provide in terms of integration, availability of data, automation, self-service or ease of use have increased over time and our systems have not kept up with our expectations.
2.8	Moreover, a culture of 'Management by Microsoft Excel' has developed deep roots within the organisation so that most People, Payroll and Finance related processes are either partially or entirely managed with local spreadsheet workarounds with the core People and Finance systems in some cases being used only at the start or end of the process, if at all; SharePoint and bespoke e-forms are also used widely as workarounds. By way of example many of the budget tracking and forecasting tasks are entirely managed using a very large number of Excel documents.
2.9	This represents a clear duplication of effort and level of process inefficiency that is not acceptable for a national Fire Service in 2021. There is little or no direct integration between the People / Payroll and Finance systems. An example of this is an often-cited situation, whereby, SFRS employee head count totals are different depending on whether the information is produced by the People and Organisational Development or Finance Directorate.
2.10	A further driver to change is the expiry of existing contracts. Contracts for our People/Payroll and Finance systems will expire over the next 1.5 to 2 years and must be re-tendered following a legally compliant procurement exercise.
3	**Project Objectives**
3.1	The overarching objective of this project is to transform the way our People, Payroll and Finance functions operate by delivering future system(s) that facilitate far better ways of working.
3.2	In terms of the system(s), the objective will be to renew or replace the legacy systems with Cloud based Software as a Service applications that will be our Systems of Record (authoritative data sources) for all our People/Payroll and Finance data. This objective will therefore involve the migration of all processes currently managed by these legacy systems to future system(s). In addition, an as yet unknown number of processes that are being either wholly or partially managed out with the legacy systems may also have to be migrated to future system(s).
3.3	In terms of the better ways of working, the objective is to deliver future system(s) that close the gap between what we currently have and our staffs' expectations of what modern systems can and should do. Integration will be one of the key objectives; to eliminate unnecessary duplication of data and effort and all the risks associated with that. The objective of integration applies not only to the internal scope of the project i.e. seamless integration between People/Payroll and Finance processes, but also to other functional areas within scope of the Programme so that there is a much stronger level of integration between rostering, training and asset management even though these functional areas will be managed as separate projects.
3.4	Other key objectives include delivering a high level of automation to reduce the amount of manual transaction activities, delivering more self-service so that users can access the information or service they want directly at any time, delivering an 'consumer grade' user experience so that adoption of the future system(s) is as easy as possible.
3.5	A detailed business case will be created as part of this project which will provide detail

on the benefits that will accrue from implementation of the project outputs however as this project forms part of a wider programme and consistent with best practice in project and programme methodology, it will be the programme that will be responsible for realising these benefits.

3.6 Another objective of the project is to put in place a suitable support model for the future solution(s) during the contract lifetime that ensures that solution(s) evolve over time as the business matures and changes. This is particularly relevant given that it is anticipated that the contracts with supplier(s) will be in place for 10 years with suitable break clauses. The support model will consider who manages the contract and who provides what kind of support on the various aspects of future system(s).

4	**Project Scope and Exclusions**
4.1	The following identifies some of the main areas of scope as they are currently understood. There are some areas where the scope is not completely defined and it is important to highlight these early on so that agreement can be reached on what the project will and will not deliver.

4.2	The project will
	a) Establish a Project Board that will report to the PTFAS Programme Board. The Project will develop all key documentation and records required such as risk register, highlight reports, PID etc.
	b) Document strategic, outline and detailed business cases in line with HM Treasury guidance for the creation of business cases. The business case will capture the benefits of future solution(s) and provide a cost estimates. Following the procurement exercise and the selection of a successful supplier, the detailed business case will be produced with final costs
	c) Establish the type of solution or solutions that will best fit SFRS and deliver the change that is required – this will come down to a choice between a single People/Payroll and Finance system or multiple separate but closely integrated systems
	d) Ensure that regardless of the solution type selected, process redesign is realised across the functional areas to address the existing process problems such as duplication of effort and 'Management by Excel'
	e) Agree with stakeholders the scope of the solution and which processes from the POD and Finance Directorates are:
	   ○ entirely in scope and therefore must be supported by the future system(s)
	   ○ out of scope but require a point of integration with the future system(s)
	   ○ out of scope and will not be integrated with the future system(s).
	f) Establish the scope of the solution in terms of Training Directorate processes. It is assumed at this stage that as a minimum all processes that are currently supported either wholly or partially by existing People and Finance systems will be in scope
	g) Manage the development of a Specification of Requirements that can be used in a Route 3 Restricted Process. In addition, the project will document the selection and evaluation criteria that will be used in those stages
	h) Work with procurement colleagues throughout the procurement process through to contract award
	i) Manage all the gateway reviews required by the Scottish Government's Digital Assurance Office
	j) Develop a data strategy for data that is in scope and ensure that all data that is required for the future system(s) is cleansed and migrated
	k) Work with colleagues in Corporate Communications to develop an overarching communications strategy and stakeholder engagement plan to ensure that the views and needs of stakeholders across the business are fully understood and reflected where appropriate in the outputs of the project

	l) Implement future system(s) following the contract award, working closely with suppliers to develop a detailed implementation plan
	m) Agree with senior stakeholders an implementation road map that clearly establishes what processes will be supported and what modules will be live from Day One and what will be deployed subsequently in a planned approach
	n) Develop a test strategy and ensure that all components are tested to required levels before a recommendation to go live is made
	o) Develop a training strategy that ensures that all users are proficient in their use of system(s) in advance of go live
	p) Work with supplier(s) and the ICT Department to ensure that required integrations to other systems are tested and implemented
	q) Identify the resources required to design and implement solution(s) and subsequently manage all resources allocated
	r) Conduct all necessary analysis across the business to understand, to sufficient detail only, current and future business processes, to establish the extent of change required for the implementation of future system(s)
	s) Ensure that process customers are fully engaged in the design and implementation of solution(s), including front line firefighters and that the project does not only engage with back office practitioners
	t) Decommission all legacy systems and terminate any contracts that are no longer required
4.3	**Out of scope**
	a) Benefits Realisation - while the business case that will be written as an output of the project will contain detailed benefits, realisation of those benefits will be a responsibility of the Programme Board
	b) eRDMS / Document scanning - there are many paper records that are used by Directorates in support of various business processes. Scanning these documents into an electronic records and documents management system is out of scope of this project and it is assumed that these paper records will continue to be used until such times as the business identifies a requirement for an eRDMS project
	c) Managing overall programme budget – while the project will be required to deliver to cost and track spend, control of budgets will remain with the Programme Board
	d) Legacy system developments – as the implementation of future system(s) is some way off, there is still a requirement to maintain and develop our current systems. This is expected to fall within Business As Usual activity and the Project will not be directly involved in it although it will need an awareness of how the current systems are developing as this may impact on our future requirements
5	**Constraints and Assumptions**
5.1	The primary constraint on the project is the expiration of legacy contracts. The contract with the supplier of the existing People solution is due to expire in October 2023. The contract with the supplier of the existing Finance solution is due to expire in March 2023. It is possible that either of these contracts may have to be extended to ensure service continuity during the Project's procurement and implementation stages. There is however, a tension between ensuring service continuity if different suppliers are successful in the procurement exercise and minimising dual running costs during the migration period which may need to be addressed.
5.2	There is also a potential constraint on when a Finance system can go live, with a strong preference from the business to do this at the start of a financial year. This constraint does not exist for the People/Payroll function.
5.3	A final constraint will come from the pace at which the business can accept and adapt to change. There is a risk of failure if the pace of change is too quick but similarly the project

	must ensure that it delivers to an agreed plan.
5.4	It has been assumed that the solution(s) will be completely off the shelf and that there will be no bespoke customisation to meet specific SFRS requirements. Engagement with the market and with suppliers has consistently demonstrated, that where there is a requirement for bespoke customisations, some suppliers will not tender for the business and those that do will charge significantly more and take considerably longer. To avoid this, SFRS will have to adapt to industry standard processes used by many other organisations worldwide. It is assumed therefore that there may be times when SFRS needs to compromise in areas where it has previously considered itself unique.
5.5	It is assumed that the minimum scope for future system(s) will be those processes and functions that are currently supported either wholly or partially by the existing People and Finance solutions. Moreover, it is assumed that this will form the minimum viable product required for Day One Go Live.
5.6	It is assumed that Directorates will allocate resources from their staff to work on the Project at both design and implementation stages. It is also assumed that where there is requirement to backfill these resources, this will be done by team leaders in the Directorates and not by the Project Manager. It is assumed that the costs associated with any backfilling of posts to allow people to work on the Project, will be paid for from resource budgets and not from any Capital allocation given to the Programme. It is assumed that any resources working on the Project will do so at their current pay grade and there will not be any increase.
5.7	It is assumed that there will be a Capital Allocation to the PTFAS Programme sufficient to allow for the core Programme Team staff costs and solution costs of future system(s). It is further assumed that subsequent SaaS licencing and support costs will come from annual resource budgets for the duration of the contracts that are put in place.
6	**User(s) and Other Interested Parties**
6.1	There are a wide range of users and interested parties on the People/Payroll and Finance Project. While some of the stakeholders are listed here, a comprehensive database of all stakeholders is being maintained and all engagements with them are being recorded.
6.2	40 different stakeholder groups have been identified and are actively involved in the design of the future system(s); the project is capturing existing processes, pain points and requirements for future system(s). Each of these groups is documented here.
6.3	At this stage in the project, these groups primarily represent the back-office practitioners i.e. those people whose role requires them to administer or use the system and potential workaround solutions regularly. While they will consume some of the People/Payroll and Finance processes themselves, they do not represent the bulk of staff who are the 'customers' in the processes. The project will be engaging directly with the process customers across the business. These customers are located throughout the business and include front line firefighters (wholetime, retained and volunteer) at all ranks, Control Operations personnel and staff in all other support roles. This list of process customers is being collated and engagement with them will be documented as the project moves forward.
6.4	Representative bodies are also an interested party in the project given the potential changes to existing roles associated with the implementation of future system(s) and engagement with them is already underway.
6.5	The SFRS ICT Department will be pivotal in the realisation of the project objective of integration. ICT will be providing the integration platform and the resources and skills to ensure that system(s) are fully integrated into the ecosystem of applications that need to

	consume or update People, Payroll or Finance related data.
6.6	There are also external interested parties involved in the project. These include the Scottish Government and commercial suppliers. The Scottish Government's Digital Assurance Office are a significant interested party given the potential cost of future systems.
6.7	Commercial suppliers both of current systems and potential future system(s) also represent an interested party. A procurement process will be followed and as such all engagement with commercial suppliers must be fair and transparent. The project will be working with Procurement colleagues to ensure that this is done in a legally compliant way.
7	**Outline of Business Case**
7.1	A deliverable of the project will be a business case that follows the best practice as defined in HM Treasury's Guide to Developing the Project Business Case. This will deliver Strategic, Economic, Commercial, Financial and Management Cases developed progressively from a Strategic Outline Business Case, to an Outline Business and finally a Detailed Business Case.
7.2	Notwithstanding the work that will be required to document those business cases, analysis work so far has identified significant scope to create leaner and more agile processes that are "end to end" i.e. all of the process is supported by future system(s) and the need for local workarounds is removed. This is turn removes the potential for duplication of effort and data.
7.3	More automation will reduce the amount of manual intervention, removing some of the hidden cost of managing our processes and releasing our people to focus on more value add activities.
7.4	Having information integrated and available to those who need it will create a more informed organisation characterised by a deeper level of analysis and evidence based decision making.
7.5	Leaner processes supported by future system(s) that are integrated, that use automation and artificial intelligence to make decisions on our behalf and that have a 'consumer grade' user interface will start to address the high level of dissatisfaction with our current situation. If implemented correctly, future system(s) will avoid people having to enter the same data multiple times into different systems and allow them to focus on the job for which they have been employed rather than spending time and effort maintaining local solutions or following processes that can act as barriers rather than enablers.
7.6	A focus on self-service will allow people to become more self-sufficient and able to complete tasks themselves. Mobile solutions that can be securely accessed on any device from any location will also save time and effort.
7.7	These high-level benefit themes will be expanded in the development of the project's business cases, along with the costs and opportunities for savings.
8	**Project Approach**
8.1	The People, Payroll and Finance Project is one of the projects that make up the PTFAS Programme. In line with best practice, the project will be responsible for delivering the outputs that allow the programme to realise benefits.
8.2	Project executives have been assigned to the Project and will be accountable for the deliverable of its outputs i.e. future system(s) and their implementation. A dedicated Project Manager and Senior Business Analyst have also been appointed to the Project.

8.3	A small Project Board will be established to oversee the project and this will report to the Programme Board on progress, escalating any risks or issues as appropriate.
8.4	A draft project approach and structure has been documented here and will be submitted to the Project Board for consideration.
8.5	In terms of future system(s), the approach will be to buy off the shelf products following a procurement exercise. All system(s) will be completely Cloud Hosted Software as a Service and there will be no footprint on internal SFRS data centres.
8.6	Integration is a key objective of the project and it has been agreed at the PTFAS Programme Board that SFRS's ICT Department will provide the integration platform and expertise to deliver integration between systems.
9	**Project Management Team Structure**
9.1	An important principle of the project is that it is owned by the Directorates and supported by resources from the PTFAS Programme.
9.2	In line with this, the Project Board will contain representatives from the Directorates as senior users along with representatives from ICT and external solution providers as senior suppliers. The members of the Project Board are currently being identified and the project structure document will be updated accordingly.
9.3	A UIG has been established to progress the development of a statement of requirements for future system(s) and the selection process through to contract award. The UIG contains representatives from all areas of the POD and Finance directorates who will be responsible for confirming that their area's requirements are fully documented prior to issue to the market. The UIG members are being supported by a series of working groups who will be responsible for many of the day to day tasks in developing that statement of requirements. The Training Directorate is also represented on the UIG.
9.4	As the Project moves beyond the Procurement stages and into implementation, the team structure will change and different team members will be required, most likely in a full time capacity.
10	**Role Descriptions**
10.1	Role descriptions have been documented in the draft Project approach document. In addition a 'RASCI' chart is being developed for each of the Project Team members which documents who is responsible, accountable, supporting, communicated with and informed about each of the activities in the Project through the stages of Initiation, Design, Build, Testing, Implementation and Close.
10.2	This will be maintained as the Project develops and will be be updated subject to approval of the Project Board.
11	**Appendices/Further Reading**
11.1	People and Training Systems Project Brief People, Training, Finance and Assets Systems Dossier Software As A Service Systems of Record HM Treasury's Guide to Developing the Project Business Case Draft People, Payroll & Finance Project Approach Document
Prepared by:	Paul McGovern, PTFAS Programme Manager
Sponsored by:	Lynne McGeough and Scott Semple
Presented by:	Paul McGovern
Links to Strategy	

Strategic Outcome; 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.

Strategic Outcome; 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
PTFAS Programme Board	*7th October 2021*	*Approved, with the addition of 4.2 d*
Senior Management Board	*20th October 2021*	*Approved*
Change Committee	*4th November 2021*	*For Scrutiny*

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

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: C/CC/31-21

Agenda Item: 8.2

Report to:	CHANGE COMMITTEE							
Meeting Date:	**4 NOVEMBER 2021**							
Report Title:	**PEOPLE, TRAINING, FINANCE & ASSET SYSTEMS PROGRAMME UPDATE**							
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	To provide a written update to the Change Committee on the progress with the People, Training, Finance and Asset Systems (PTFAS) Programme; highlighting the main areas of activity, emerging themes and any significant risks.

2	Background
2.1	The PTFAS Programme was established in June 2020 following the merger of two previous projects: People & Training and Finance & Assets Projects. This merger was in recognition of the benefits of delivering these as a coherent programme rather than as individual projects, such as a focus on benefits and change management but also in recognition of the need to deliver a far higher level of integration than has previously been the case with the 'Systems of Record' at Scottish Fire and Rescue Service. Providing a far more seamless level of data, process and system integration is consequently one of the main objectives of the PTFAS Programme.
2.2	The PTFAS Programme Board has agreed that there will be four constituent Projects within the overall Programme. These are: • People, Payroll and Finance • Rostering • Training • Asset Management
2.3	The constituent Projects will be responsible for delivering the outputs while the Programme will be responsible for making sure that a change to new ways of working happens and that the benefits from using these outputs are realised.
2.4	The Senior Management Board and Change Committee have previously been verbally updated on the progress of the Programme. Following previous verbal update, it has been requested that subsequent verbal updates are supplemented by a written update.

3	Main Report/Detail
3.1	The main activities on the PTFAS Programme since the last update have focussed on the first two of the Projects listed above.
3.2	Looking firstly at the People, Payroll and Finance Project, a Project Brief has now been created and approved by the Programme Board. This documents the rationale for creating

	a Project to deal with our People and Finance systems and processes and justifies why it is appropriate to start with these areas of the business. It outlines the purpose of the Project which is fundamentally to deliver significantly better ways of working, characterised by leaner processes that are managed end to end within systems that deliver levels of integration and automation far greater than the business has currently. The brief documents what is in and out of scope for the Project along with some of the primary constraints that must be worked within.
3.3	A significant amount of analysis is underway and is helping to define how processes need to change and what future systems need to be capable of delivering. Over 300 processes across our People & Organisational Development and Finance Directorates have so far been identified and are being documented within a SharePoint database. These processes are however only being documented to a sufficient level of detail so that the Project can identify where the real pain points in the business are and what are the processes that potentially differentiate us from industry standards. All processes across both Directorates are not being mapped in full detail as this would be extremely time consuming and deliver a diminishing return in the amount of time and effort invested.
3.4	The information from this analysis is feeding into the development of both a business case and a statement of requirements. The business case will document the benefits of the Project that can be reasonably expected to accrue and this will be done in line with HM Treasury guidance on business case development. The statement of requirements will be used as a direct input into the Procurement exercise that is scheduled to begin March 2022 and estimated to take 12 months.
3.5	In recognition that Scottish Fire and Rescue Service (SFRS) has not tried to document a business case for People and Finance systems that is aligned to HM Treasury guidance and that there are still some significant questions around the type and scope of solution that the statement of requirements needs to answer, the Project has procured the services of a third-party supplier called Moore Insight to assist in the creation of these documents. Following the G-Cloud selection process, a contract was awarded to Moore Insight on 1 October and the initial kick-off call with them was held on 8 October. The business case and statement of requirements are required for the end of February to allow the Procurement process to proceed. In addition to the two documents described, the supplier will also assist in the development of a data strategy for the data within scope of the Project. This will help us understand where our data is and what needs to be done with it to help us move to future system(s).
3.6	Aligned to this process of analysis there has been a large amount of stakeholder engagement activity both internally with back-office process practitioners and externally with other public and private sector organisations. Internally, an engagement session was held on 5 October and was attend by around 120 members of the POD, Finance and Training Directorates. The purpose of this session was to outline the vision of the Programme and the objectives of the People, Payroll and Finance Project within the Programme as well as to provide an update on specific activities that have taken place to date and present the plan for the rest of the Project. The session was well received, with a good level of questioning from participants. There is a commitment to follow this up at key points of the Project with further sessions to ensure that staff are involved and feel a sense of ownership of the Project. The session also represented an opportunity to begin the process of change management and specifically acknowledge that while there may be a level of dissatisfaction with how processes and services are delivered today, that within both Directorates a huge amount of hard work is going on, day in day out, to provide as good a quality of service as is possible.
3.7	Planning is also now underway to prepare for engagement directly at station level and understand the pain points and requirements for new ways of working and associated

	systems from a frontline Service Delivery perspective. While planning is underway, this engagement will now take place post Conference of Parties (COP) 26.
3.8	There has been a high level of external engagement also with a wide range of organisations including West Midlands Fire and Rescue, the Student Loans Company, Merseyside Police, Liberty Steel and Veolia. There are some strongly recurring themes developing as part of this engagement: • Consider organisation structure changes required to fit new solution(s) • Making a strong commitment to 'staying standard' is essential to control time, cost and quality • Consider level of digital skills in the workforce • Begin fixing data now • Manage staff concerns early
3.9	Our research partner, Gartner, has now been fully on boarded and regular sessions are being made with them to increase our understanding of market trends. Some of the sessions have focussed on helping SFRS understand the type of solution that will best deliver the level of change it wants, understand latest market developments in HR, Finance and Rostering applications and how best to organise Projects and Programmes.
3.10	The second of the two Projects that has been initiated is the Rostering project. A Business Analyst has been in post since August and been developing a good understanding of the high-level processes involved in Rostering both wholetime and Retained Volunteer Duty System (RVDS) along with creating a record of stakeholders. Some of the main learning that is coming out of this process so far, is that while there is a general level of satisfaction with the current systems, the lack of integration with either Training or POD systems is a significant hinderance that causes considerable duplication of effort.
3.11	The recruitment of a fixed term Project Manager to manage the Rostering Project is underway with an appointment expected in the coming weeks depending on a pool of suitable candidates. This will allow the development of a Project Plan and the creation of a Project Board; discussions are on-going to identify a suitable Project Executive to oversee the delivery of this Project's outputs. The organisation of this Project will follow that being established for the People, Payroll and Finance project. This Project will therefore in turn develop its own business case and statement of requirements that will be used in a future tender process. A Project Brief is in development and is expected to be taken to the next Programme Board for approval.
3.12	Although the Training Project has not formally been initiated at this stage, there is an ongoing and high level of engagement with that Directorate. This is because it is there is a need to establish the extent to which a solution for People can also support the processes of our Training Directorate. Moore Insight services will also be used to develop a thorough understanding of the processes of this Directorate and help us understand how many of them could be supported by an off the shelf People system. This knowledge will be captured in the statement of requirements that will be issued to the market place.
3.13	At a Programme level, an initial 3-year Capital cost forecast has been developed and discussed at the Programme Board with a recognition that this now needs to be refined with further input from the market and partners. A Resource profile is also in development and this will identify the extent of resources from within Departments that will be required to support the implementation of future system(s) and the associated changes to processes.
3.14	During the lifetime of the Programme there is a requirement to ensure that there is continuity of service at all times. While the outcome of the procurement cannot be prejudged, a possible outcome is that different suppliers to those who currently provide our systems win contracts. In that scenario, the Programme would have to ensure a

	smooth transition from one supplier to another. This requires that we ensure existing systems are fully maintained as we work through procurement and implementation stages. Existing contracts are being reviewed and suppliers engaged with to ensure that we can continue to pay for and receive the levels of services we require from them until such times as they may need to be discontinued.
4	**Recommendation**
4.1	There are no specific recommendations coming out of this report other than to request that the Change Committee notes its contents.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** Risk registers are being maintained both at Programme and Project level. One of the main risks concerns our ability to change; procuring future system(s) does not in itself guarantee that the challenges we currently face with inefficient processes, duplication of effort etc. will be resolved. This risk must be mitigated through careful change management and by clearly communicating the Programme as a process of change rather than a IT implementation.
5.1.2	The risk registers are being reviewed on a regular basis and discussed with stakeholders to ensure that new risks are identified as they emerge and mitigations are in place for existing ones.
5.2 5.2.1	**Financial** This Programme has both Capital and Resource budget implications. Estimates have been produced for the anticipated Capital costs of the Programme and more work is being done now to develop a more accurate estimate for the Resource implications.
5.2.2	Budget is being tracked and managed at the PTFAS Programme Board.
5.3 5.3.1	**Environmental & Sustainability** Future system(s) that will be delivered by the Projects within this Programme will be completed Cloud hosted. This will reduce the direct SFRS environmental impact as there will be no requirement for increased storage or energy consumption at a local/national level.
5.3.2	Cloud computing does however still have a global environmental impact and in line with Procurement advice, there will be an appropriate weighting given environmental and sustainability factors to ensure potential suppliers give this proper attention.
5.4 5.4.1	**Workforce** There will be wide ranging implications for the SFRS workforce with a progressive transition away from manual processing tasks to more value add work. This too will require careful change management that ensures any staff concerns are listened to and that staff are supported throughout this transition.
5.5 5.5.1	**Health & Safety** There are no direct Health & Safety implications with this report
5.6 5.6.1	**Training** There will be considerable training required for staff across SFRS. Everyone in SFRs will be impacted by future system(s) and will require varying degrees of training to make sure that they can properly use them. In addition to system training, the transition to value add work will also require a degree of re-skilling for some employees.

5.7	**Timing**
5.7.1	Plans are being created for the constituent Projects within the Programme. These will be monitored and reported on at Programme/Project Boards.
5.7.2	At this stage it is anticipated that the Programme will run until March 2025 and that this will include a period of benefits realisation once the Project outputs have been fully embedded.
5.8	**Performance**
5.8.1	There are a large number of KPIs that will be impacted by the implementation of future system(s) and these implications are being considered.
5.9	**Communications & Engagement**
5.9.1	This forms a large part of the Programme and a Communication Strategy has been developed by Corporate Comms.
5.10	**Legal**
5.10.1	There are no direct Legal implications associated with this update report
5.11	**Information Governance**
5.11.1	A DPIA has not been completed for this update report however these will be required at various stages of the Programme.
5.12	**Equalities**
5.12.1	A EIA has not been completed for this update report however these will be required at various stages of the Programme.
5.13	**Service Delivery**
5.13.1	The Service Delivery Directorate is a major stakeholder on this Programme. They are represented on the Programme Board and engagement has already taken place at SDA Management Team level. Direct engagement with front line staff is being planned for post COP26.

6	**Core Brief**
6.1	Not applicable.

7	**Appendices/Further Reading**
7.1	Not applicable

Prepared by:	Paul McGovern, PTFAS Programme Manager
Sponsored by:	Liz Barnes, Director of People and Organisational Development
Presented by:	Paul McGovern, PTFAS Programme Manager

Links to Strategy and Corporate Values

Strategic Outcome; 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.

Strategic Outcome; 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**	**Report Classification/ Comments**
Senior Management Board	*20 October 2021*	*Approved*
Change Committee	*4 November 2021*	*For Scrutiny*

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee

Report No: C/CC/28-21

Agenda Item: 9.1

Report to:	CHANGE COMMITTTEE
Meeting Date:	**4 NOVEMBER 2021**
Report Title:	**PORTFOLIO PROGRESS REPORT**

Report Classification:	For Information	**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 a regular update on progress to the Change Committee (CC) on the key activities undertaken by the Portfolio Office in building and developing new and existing capability specific to Portfolio, Project and Programme management.

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 Scottish Fire and Rescue Service (SFRS) Programme Office. The findings of this review were reported to Senior Management Board (SMB) on 2 April 2020. The Gateway Review Action Plan was created to track the progress of recommendations from the findings. It was agreed by Change Committee on the 5 August 2021 to close the Gateway Review action plan in its current form and track progress through quarterly updates presented by Portfolio Office Head of Function to the Change Committee and via a published Portfolio Office roadmap on an ongoing basis.

3	Main Report/Detail
3.1	The Main detail of the report provides an overview and status of the key actions currently initiated by the Portfolio Office function in *'Building Capability'* **Key Actions**

ID	Deliverable	Thematic Group	Status	Due	Comments
1	Draft Portfolio Office Function Strategy	STRATEGIC	DONE	Q2 '21	SLT, CC & Board endorsement
2	Strategy Awareness Sessions	STRATEGIC	IN PROGRESS	Q3 '21	Awareness sessions across DMT's
3	Formalise Portfolio Office Function Strategy	STRATEGIC	IN PROGRESS	Q3 '21	Formalisation of a strategy document via SPPC team
4	Portfolio Office Maturity Assessment Framework	PROCESS	IN PROGRESS	Q3 '21	Introduction of a best practice maturity framework to measure continuous progress
5	Business Change Lifecycle Design PH1	PROCESS	IN PROGRESS	Q4 '21	Initial design of Portfolio Phases and Sub-Processes
6	Portfolio Office Function Recruitment	PEOPLE	IN PROGRESS	Q4 '21	Recruitment of CoE Mgr. imminent with further recruitment for Benefits Lead and Master Planner roles

	7	Portfolio Level Financial Reporting	FINANCIAL	IN PROGRESS	Q4 '21	Development of reports that show Total Cost and a holistic view of financials for Change Portfolio
	8	Business Case Process Assessment and Renew	FINANCIAL	IN PROGRESS	Q4 '21	Evaluation of current state process, opportunities for improvement and integration with Business Change Lifecycle and Org wide planning cycles
	9	Portfolio Integrated Governance	GOVERNANCE	IN PROGRESS	Q4 '21	Evaluation of current state Governance specific to the Change Portfolio, opportunities for improvement and integration with Org wide planning and decision making
	10	Portfolio Strategic Roadmap Development	STRATEGIC	IN PROGRESS	Q3 '21	Development of an Interactive / Accessible Roadmap made available to the change committee and internal stakeholder groups
	11	Project Portfolio Mgmt. Tools Evaluation	TOOLS	IN PROGRESS	Q4 '21	Evaluation of current state tooling and fit for purpose assessment. Evaluation of market options, Org need and Org readiness assessment

4	**Recommendation**
4.1	Change Committee are asked to note the Portfolio Office progress update.

5	**Key Strategic Implications**
5.1 5.1.1	**Risk -** The key risk factors are related to resource capacity available to deliver the above effort in the timescales defined. This is due to the CoE Mgr onboarding not expected for a further 3 months due to notice periods. This may require a scaling back of the number of concurrent initiatives in progress
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	**Information Governance**
5.11.1	A Data Protection Impact Assessment has not been conducted for the Portfolio Office progress update

5.12	**Equalities**
5.12.1	An Equality Impact Assessment has not been conducted for the Portfolio Office progress update

5.13	**Service Delivery**
5.13.1	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	Not applicable

Prepared by:	Andy Main, Head of Portfolio
Sponsored by:	Paul Stewart, Assistant Chief Officer, 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	*20 October 2021*	*For Scrutiny*
Change Committee	*4 November 2021*	*For Information*

SCOTTISH FIRE AND RESCUE SERVICE	
Change Committee	

Report No: C/CC/29-21

Agenda Item: 10.1

Report to:	CHANGE COMMITTEE							
Meeting Date:	4 NOVEMBER 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 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 (PO).

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.
2.2	The risk information within this report has been collated via the submission of project update risk logs.

3	Main Report/Detail
3.1	The total number of Risks being monitored by the Portfolio Office that are showing a current red risk or risk of 15 or more is **24.**
3.1.1	**NEW: 3 risks have been added.**
3.1.1.1	**SDMP 4001 – (re added)** Failure to meet Service Delivery Model Programme (SDMP) outcomes, timelines and efficiency savings aligned to budgetary forecasting. This could be due to failing to provide the required resources in order to meet the aims and objectives of the SDMP. This could result in financial and reputational damage to Scottish Fire and Rescue Service (SFRS).
3.1.1.2	**PTFAS12 -** MidlandHR iTrent - SFRS does not have an HR or Payroll system in post September 2023 or faces agreeing to a long term and expensive contract that is does not require and incurs substantial dual running costs for an extended period of time. Any extensions could be subject to market challenges. The impact could be that SFRS does not have a means to pay employees or manage any of the processes relating to their employment. There is also an impact that by trying to meet this deadline that a solution is procured before SFRS fully understands its requirements.
3.1.1.3	**PTFAS15 -** Gartan - there are 7 separate instances of Gartan as retained availability has not been merged on to a single instance. Failure to maintain availability of any of these systems could impact on the Service's ability to mobilise resources to incidents

3.1.2	**REMOVED: 2 risks have been removed from the PO Log.**
3.1.2.1	**MR20 - Additional** claim by Main Contractor for additional prelims costs and associated financial implication.
3.1.2.2	**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
3.1.3	**UPDATED:**
3.1.3.1	**CCF 1.1.0, 1.6 and 3.4 –** 'Action Still required' Column - narrative on these risks has been updated to reflect the most recent project developments and actions.
3.1.3.2	**SDMP 3/004 –.** Risk increased from 20 to 25.
3.1.3.3	**PTFAS6 -** 'Action Still required' Column– updates added.
3.2	**Command & Control Futures (CCF) Project:**
3.2.1	**CCF1.1.0** There is a risk that a delay in completion of actions associated with milestone payments by the Provider (following the overall review of the Project timeline) could result in a failure to effectively implement a new Command and Control Mobilising System (CCMS).
	Risk rating: 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 and 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: 20 (previous 20) 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: 16 (was 16) 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: 25 (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. Process for appointing Public Involvement and Consultation Team has commenced with job description and evaluation process complete.
3.3.2	**SDMP 4001:** Failure to meet SDMP outcomes, timelines and efficiency savings aligned to budgetary forecasting. This could be due to failing to provide the required resources in order to meet the aims and objectives of the SDMP. This could result in financial and reputational damage to SFRS. Risk rating: 16 (previous 12) Control Measure: "C&E business partner has been allocated to programme. Engagement has only taken place internally at middle to strategic management level so far. 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 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 - 15) 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 - 15) 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	**MR18/19: Financial impact to Covid and Brexit** Failure to deliver Project on Budget due to restricted working arrangements, extended programme, resource and supply challenges. Risk rating: 16 (Previous 16) Control Measure: This is ongoing as Covid-19 infection levels are fluctuating. Main contractor to regularly update their procurement schedule and to identify what supplies should be procured in the near future to reduce the financial impact or provide alterative. Pick Everard cost manager reviewing cost regularly.
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	**PTFAS12:** MidlandHR iTrent - SFRS does not have an HR or Payroll system in post September 2023 or faces agreeing to a long term and expensive contract that is does not require and incurs substantial dual running costs for an extended period of time. Any extensions could be subject to market challenges. The impact could be that SFRS does not have a means to pay employees or manage any of the processes relating to their employment. There is also an impact that by trying to meet this deadline that a solution is procured before SFRS fully understands its requirements. Risk Rating: 15 (pervious 15) Control Measure: Investigate contingency with supplier
3.8 3.8.1	**PTFAS15:** Gartan - there are 7 separate instances of Gartan as retained availability has not been merged on to a single instance. Failure to maintain availability of any of these systems could impact on the Service's ability to mobilise resources to incidents Risk Rating: 15 (pervious 15) Control Measure: Initiate development of business case and procurement exercise
3.9 3.9.1	**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

3.10		**WEST ARC**
3.10.1		**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.
3.10.2		**WA18/19: Financial impact to Covid and Brexit** Failure to deliver Project on Budget due to restricted working arrangements, extended programme, resource and supply challenges.
		Risk Rating: 20
		Control Measure: This is ongoing as Covid-19 infection levels are fluctuating. Main contractor to regularly update their procurement schedule and to identify what supplies should be procured in the near future to reduce the financial impact or provide alterative. Pick Everard cost manager reviewing cost regularly
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. Updates to CC will be quarterly.
5.8 5.8.1		**Performance** The use of the risk register will assist the Portfolio Office and the Project Mangers to monitor their projects more closely whilst ensuing the projects are delivered to time, cost and quality.

5.9 5.9.1	**Communications & Engagement** Programme Officers will engage with Project Managers on a regular basis with updates presented to SMB and CC.
5.10 5.10.1	**Legal** This report focuses solely on the introduction of management arrangements to support the delivery of programme objectives once the consultation findings have been considered.
5.11 5.11.1 5.11.2	**Information Governance** Much of the information contained within the risk report/risk tracker will be sensitive in nature. An information Governance review has been undertaken with all findings being benchmarked against SPPC Directorate's Information Security guidance document finding. Each project will be assessed as part of the project management process.
5.12 5.12.1 5.12.2	**Equalities** An Equality Impact Assessment has been undertaken in relation to the Risk Management Policy. Each project will be assessed as part of the project management process.
5.13 5.13.1	**Service Delivery** Each project's impact is monitored at individual project levels.
6	**Core Brief**
6.1	Not Applicable
7	**Appendices/Further Reading**
7.1	Risk Management Policy.

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

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Committee	*4 November 2021*	*For Scrutiny*

Scottish Fire and Rescue Service
Portfolio Office Projects Risk Register
SMB: 20/10/2021
Data as of: 11/10/21

APPENDIX A

Very High
High
Medium
Low

Directorate Risk Ref. No.	Date Identified	Directorate Risk Description (including consequence of risk if impacting upon the Service)	Strategic Plan Outcome (1, 2, 3 or 4)	Strategic Plan Objective (1.4, 2.1 etc)	Original Risk Assessment (Assessment at beginning of Financial year)			Existing Controls	Governance and Scrutiny Arrangements		Target Risk Assessment (Assessment at end of Financial year)			Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
					Probability (P)	Impact (I)	Initial Risk Rating		Committee	Executive Board	P	I	Target Risk Rating				
• Outcome1: Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.																	
• Outcome 2: Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.																	
• Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.																	
• Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.																	
CCF1.1.0	30-Sep-19	There is a risk that a delay in completion of actions associated with milestone payments by the Provider (following the overall review of the Project timeline) could result in a failure to effectively implement a new Command and Control Mobilising System (CCMS).	2		3	5	15	**Financial:** Periodic financial monitoring of the supplier (Systel SA) has been increased in frequency and the SFRS head of Finance & Contractual Services (CCF Board Member) provides Board updates regularly. **Financial (2):** A sub-group has been established to review and verify written submissions from the provider and consider whether evidence submitted is sufficient prior to the payment of any milestone elements. This will then be submitted to the CCF Board for approval along with a completion certificate.	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 current measures of whether this control measure is successful include an internal review, (July 2021) and the Digital Assurance Office (DAO) Health Check August 2021) This continues to be supported in the interim with weekly project reporting and monthly Board reporting. An updated timeline for delivery was agreed at the August 2021 CCF Board and the September 2021 SMB; This now demands a remap of the the milestone payments (In progress Oct 2021)	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 current measures of whether this control measure is successful include an internal review, (July 2021) and the Digital Assurance Office (DAO) Health Check August 2021) This continues to be supported in the interim with weekly project reporting and monthly Board reporting. An updated timeline for delivery was agreed at the August 2021 CCF Board and the September 2021 SMB; This now demands a remap of the the milestone payments (In progress Oct 2021)	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 current measures of whether this control measure is successful include an internal review, (July 2021) and the Digital Assurance Office (DAO) Health Check August 2021) This continues to be supported in the interim with weekly project reporting and monthly Board reporting. An updated timeline for delivery was agreed at the August 2021 CCF Board and the September 2021 SMB; This now demands a remap of the the milestone payments (In progress Oct 2021)	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	25	Communications Plan to be produced and implemented aligned to SDMP High Level Timeline milestones. Process for appointing Public Involvement and Consultation Team is continuing. Some challenges experienced identifying suitable candidates, particularly the Manager post. Once Team are appointed, Engagement and Consultation plan to be produced and implemented aligned to SDMP milestones within Strategic Change timeline.	**HoF Service Development**	1
SDMPB 4/001	Aug-19	Failure to meet SDMP outcomes, timelines and efficiency savings aligned to budgetary forecasting.This could be due to failing to provide the required resources in order to meet the aims and objectives of the SDMP. This could result in financial and reputational damage to SFRS.	4	4.1	4	4	16	Initial resource requirements implemented at programme initiation including secondment of specialist skills. Other resources such as ICT hard and software have been secured via Community Risk Index Model project business case.Support WC post has now been filled. Short term resources to deliver high level timeline milestones have been secured from R&R, Training, P&P and Data Services. Access to specialist support from HR, Legal, Finance and C&E have also been secured.	Change Committee	Service Delivery Model Programme Board & Senior Management Board	2	4	8	16	Continue to liaise with ICT colleagues regarding hardware and software requirements for CRIM refresh and expansion. Implement BCIAT. The team is currently short of one WC, process ongoing to identify this person Process for appointing Public Involvement and Consultation Team is continuing. Some challenges experienced identifying suitable candidates, particularly the Manager post.	**HoF Service Development**	5,6
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 IT 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	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	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	
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. 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	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 22/3/21 - Updated Vehicle Fitting proposal paper to March PB, Short term planning resource paper to be presented to March PB 09/04/21- Short resources paper being presented 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	

Directorate Risk Ref. No.	Date Identified	Directorate Risk Description (including consequence of risk if impacting upon the Service)	Strategic Plan Outcome (1, 2, 3 or 4)	Strategic Plan Objective (1.4, 2.1 etc)	Original Risk Assessment (Assessment at beginning of Financial year)			Existing Controls	Governance and Scrutiny Arrangements		Target Risk Assessment (Assessment at end of Financial year)			Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
					Probability (P)	Impact (I)	Initial Risk Rating		Committee	Executive Board	P	I	Target Risk Rating				
ESMCP 12	06/07/2020	**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	
MR18/19		**Financial impact to Covid and Brexit** Failure to deliver Project on Budget due to restricted working arrangements, extended programme, resource and supply challenges.			4	4	16	This is ongoing as Covid-19 infection levels are fluctuating. Main contractor to regularly update their procurement schedule and to identify what supplies should be procured in the near future to reduce the financial impact or provide alterative. Pick Everard cost manager reviewing cost regularly					3	16	Financial monitoring and Pick Everard in ongoing assessmement of Main Contractor's claim due to Covid 19 extended time on site and limited resources.	Oscar Torres	
PTFAS6	July 2020	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 captial budget forecast and will significantly exceed the currently allocated budget (21-22 £700k, 22-23 £500k, 23-24 £1m) 30/09/21 - 3 year capital estimate provided to Acting Director of Asset Management	Head of POD/Head of Finance	2,6,7,8 and 12

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				
PTFAS12	May-21	MidlandHR iTrent - SFRS does not have an HR or Payroll system in post September 2023 or faces agreeing to a long term and expensive contract that is does not require and incurs substantial dual running costs for an extended period of time. Any extensions could be subject to market challenges. The impact could be that SFRS does not have a means to pay employees or manage any of the processes relating to their employment. There is also an impact that by trying to meet this deadline that a solution is procured before SFRS fully understands its requirements.	4	4.3	3	5	15	Investigate contingency with supplier	Programme Board	Senior Management Board	3	5	15	15	Provide costed and timelined alternatives to the Programme Board 27/08/21 - action still required - receive proposal from Midland HR for 12 month extension to October 2024 30/09/21 - Meeting arranged with MHR for 19th October to progress	Project Executives	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. 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.	Change Committee	National Retained and Volunteer Leadership Forum	4	3	12	16	Protracted negotiations are preventing full engagement with RVDS staff and will have an impact on current RVDS strategy timelines. With negotiations still ongoing and next T&C's milestone progress not likely until Nov 2021 the previously agreed extension to RVDS project milestones of Sept 2021 for completion of Phase 2 is unachievable. Risk rating was P4 I3 (12) Propose change risk rating to P4 Impact 4 = 16. NRVLF decision D-18 15.05.21 Agreement to amend the rating for risk 3/002 to 16	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	

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

The table below gives some assistance in making this assessment.

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

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

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

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

Step 3:   Risk Assessment Matrix

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

Probability

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

IMPACT

Step 4:   Risk Appetite

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

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

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

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

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

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

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

SCOTTISH FIRE AND RESCUE SERVICE
Change Committee

Report No: C/CC/30-21

Agenda Item: 10.2

Report to:	CHANGE COMMITTEE							
Meeting Date:	**4 NOVEMBER 2021**							
Report Title:	**COMMITTEE ALIGNED DIRECTORATE RISKS**							
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 risk report identifying Directorate risks and controls pertinent to the business of the Committee.

2	Background
2.1	The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks faced and the actions required to minimise these risks.
2.2	The Audit and Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register.
2.3	All Committees, and Executive Boards, will be responsible for scrutinising the adequacy of management's response to risks identified through risk registers, pertinent to the business of the Committee.
2.4	The Strategic Leadership Team (SLT) has responsibility for the identification and management of strategic risk and will ensure that the Strategic Risk Register (SRR) presents a fair and reasonable reflection of the most significant risks impacting upon the organisation.
2.5	Strategic risks are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Officers provide information on the current controls in place and identify additional actions still required.

3	Main Report/Detail
3.1	The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks to the organisation have been identified and managed and are subject to ongoing monitoring and review.
3.2	The development of a revised risk template and associated report has focused on providing specific, measurable, achievable, realistic and timely actions. Working with Directorates all associated risk actions are being reassessed in line with these SMART objectives and will continue to be revised over the forthcoming quarterly reports.

3.3	Appendix 1 to this report provides the Change Committee with the current risk report, outlining: • 1a – Strategic Risk Summary • 1b – Aligned Directorate Risk Summary • 1c – Directorate Risk Control Summary • 1d – New Directorate Risks • 1e – New Directorate Control Summary
3.4	The Change Committee are asked to scrutinise the information provided and use the risk register to identify future risk spotlights.
4	**Recommendation**
4.1	The Change Committee is asked to: • Scrutinise the Change Committee Risk Report. • Identify future risk spotlights to be provided to the Committee.
5	**Key Strategic Implications**
5.1 5.1.1	**Risk** The risk register forms a core part of the Scottish Fire and Rescue Service (SFRS) governance, risk management and assurance arrangements.
5.2 5.2.1	**Financial** There are no direct financial implications associated with this report.
5.3 5.3.1	**Environmental & Sustainability** There are no direct environmental or sustainability issues.
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** The development of a revised in-house risk register and report requires additional engagement and training of responsible staff.
5.7 5.7.1	**Timing** There are no significant timing implications associated with this report.
5.8 5.8.1	**Performance** The risk management framework forms part of the Services wider governance arrangements which collectively ensure performance is managed and improved where possible.
5.9 5.9.1	**Communications & Engagement** Direct communication and engagement with the Board, SLT and Directorates ensures awareness and ownership of risk is effectively managed.
5.10 5.10.1	**Legal** There are no direct legal implications arising from this report

5.11	**Information Governance**
5.11.1	There are no direct information governance implications associated with this report.

5.12	**Equalities**
5.12.1	An Equality Impact Assessment has been undertaken in relation to the Risk Management Policy. There are no additional equality implications associated with this report.

5.13	**Service Delivery**
5.13.1	There is no direct implication to Service Delivery arising from this report.

6	**Core Brief**
6.1	Not applicable.

7	**Appendices/Further Reading**
7.1	Appendix 1 – Change Committee Risk Report

Prepared by:	Tracy Shankland, Risk and Insurance Support Assistant
Sponsored by:	David Johnston, Risk and Audit Manager
Presented by:	Paul Stewart, Assistant Chief Officer, Director of Service Development

Links to Strategy and Corporate Values

The Risk Management Framework forms part of the Services Governance arrangements and links back to Outcome 4 of the 2019-22 Strategic Plan, specifically Objective 4.2

- Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.
- Objectives 4.2: We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.

Governance Route for Report	**Meeting Date**	**Report Classification/ Comments**
Change Committee	*4 November 2021*	*For Scrutiny*

APPENDIX 1

Change Committee Risk Report

September 2021 – Quarter 2 Update

Contents:

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	Acting Director of Asset Management	20
7	Ability to deliver a high quality, sustainable service within the funding envelope	Acting Director of Finance and Procurement	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

Aligned Directorate Risk Summary

Appendix 1b

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
1	Improve Safety and Wellbeing of Communities	SDD002	Evidence Based Decision Making	There is a risk that the Directorate is unable to ensure access to high quality usable data to inform organisational decision making relative to Service Development due to data protection, cost, resources or capability. This could result in failure to achieve objectives in terms of continuous improvement, best value positive change.	Head of Service Development	12 (3 x 4)	CC	SMB
5	Skilled, trained and motivated staff	POD010	Project Support	The risk that POD teams are unable to timeously support and input to wider SFRS projects and change initiatives, meaning the people elements of change management aren't widely considered, resulting in reduced employee engagement and successful implementation of the project/change.	Head of People and Organisational Development	16 (4 x 4)	CC	SMB
6	Adequate operational assets, equipment etc.	POD002	Replacement Programme	The risk of being unable to plan, resource, deliver and implement programme for replacement of a number of People, Training, Finance and Asset and systems that could result from not having a programme team in place and other resources released to support the programme leading to the systems not supporting SFRS achieve organisational objectives.	Head of People and Organisational Development	12 (3 x 4)	CC	PB
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	Head of Portfolio	12 (3 x 4)	CC	SMB

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
				resources, skills or knowledge contributing to an inability to influence culture and promote development and positive change.				
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 Portfolio	16 (4 x 4)	CC	SMB
8	Improve performance	SPPC002	Communicate with Stakeholders	There is a risk that communication and engagement plans are not in place to support consultation processes because of a lack planning or consistency of approach resulting in unsupported and poorly defined strategy and change activity	Head of Communication and Engagement	15 (3 x 5)	CC	GGB

Directorate Risk Control Summary   Appendix 1c

SR ID	Risk ID	Risk	Action Description	Owner	Estimated Completion 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	31/12/2021	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	CC	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	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Estimated Completion Date	Status	Control Comments	Risk Rating	Target Rating	Committee	Executive Board
1	SDD002	Evidence Based Decision Making	Continued delivery of the Service Delivery Model Programme against agreed programme timelines and milestones	Head of Service Development	31/08/2023	Green - 20%	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	CC	SMB
5	POD010	Project Support	PTFAS Programme Communication plan to be developed and implemented.	Head of People and Organisational Development	31/03/2022	Green - 30%	Recruitment to the PTFAS programme team continues to progress.	16	8	CC	SMB
6	POD002	Replacement Programme	Identify and release of key staff from substantive roles to support programme requirements.	Head of People and Organisational Development	31/03/2022	Green - 50%	Release of POD Managers and key POD staff from substantive roles to the programme team and UIG.	12	12	CC	PB
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	31/12/2021	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	CC	PB

SR ID	Risk ID	Risk	Action Description	Owner	Estimated Completion Date	Status	Control Comments	Risk Rating	Target Rating	Committee	Executive Board
6	POD002	Replacement Programme	Appointment to the wider Programme Team positions	Head of POD	31/03/2022	Green - 60%	Programme Manager now recruited. Business Case identifying additional staff requirements agreed by SLT and BCTAG. Recruitment will now be progressed.	12	12	CC	PB
7	SDD004	Organisational Culture	Introduction of training to assist, influence and improve the culture of the organisation. This includes - Senior Responsible Owner Training - Managing Successful Programme Training - PSIF Training (Public Section Improvement Framework)	Head of Service Delivery Programme Review	31/03/2022	Green - 50%	Ongoing awareness raising and training delivery to inflight change projects and programmes to embed quality assurance and improvement in change management methodologies. Action to be continued in 2021/22.	12	8	CC	SMB

SR ID	Risk ID	Risk	Action Description	Owner	Estimated Completion 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 - 60%	Development of business cases aligned to business need, separate from BCTAG process. Change COE (Centre of Excellence) Manager anticipated onboard date Q3. Progressing Public Involvement and Consultation post anticipated onboard date Q3 (2 posts) Advertisement ongoing in relation to Public Involvement and Consultation Manager.	16	5	CC	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 - 50%	Draft strategy reported to GGB Tuesday 31st August. Report to SMB and SLT prior to consultation process.	15	12	CC	GGB

SR ID	Risk ID	Risk	Action Description	Owner	Estimated Completion Date	Status	Control Comments	Risk Rating	Target Rating	Committee	Executive Board
8	SPPC002	Communicate with Stakeholders	Implement the recommendations from the internal communications review.	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	CC	GGB

New Directorate Risks   Appendix 1d

Risk ID	Risk Name	Risk Description	SR ID	Strategic Risk (SR) Name	Risk Owner	Committee	Executive Board	Target Date	Current Risk Rating	Target Risk Rating
POD010	Project Support	The risk that POD teams are unable to timeously support and input to wider SFRS projects and change initiatives, meaning the people elements of change management aren't widely considered, resulting in reduced employee engagement and successful implementation of the project/change.	5	Skilled, trained and motivated staff	Head of People and Organisational Development	CC	SMB	31/03/2022	16	8

New Directorate Controls Summary   Appendix 1e

Risk ID	Control Description	Risk Description	Committee	Executive Board	Control Owner	Control Due Date	Performance	Control Comments
POD002	Identify and release of key staff from substantive roles to support programme requirements.	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.	CC	PB	Head of People and Organisational Development	31/03/2022	Green 50%	Release of POD Managers and key POD staff from substantive roles to the programme team and UIG.
POD010	PTFAS Programme Communication plan to be developed and implemented.	The risk that POD teams are unable to timeously support and input to wider SFRS projects and change initiatives, meaning the people elements of change management aren't widely considered, resulting in reduced employee engagement and successful implementation of the project/change.	CC	SMB	Head of People and Organisational Development	31/03/2022	Green 30%	Recruitment to the PTFAS programme team continues to progress.

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 (Written update) • Portfolio Progress Update • Risk - Risk Tracker & Strategic Risk Register • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting		**Change Portfolio/ Major Projects** • Dashboard **General Reports** •	**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
TBC - MAY 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 (Written update) • ~~Strategic Review (Accenture)~~ • ~~Benefits Management Tracker~~ • Portfolio Progress Update • Risk - Risk Tracker & Strategic Risk Register • Forward Planning: Committee Forward Plan and Items to be considered at future		**Change Portfolio/ Major Projects** • Dashboard **General Reports** •	**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
	IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting				