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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 3 FEBRUARY 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

1 CHAIR'S WELCOME

2 APOLOGIES FOR ABSENCE

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

4 DECLARATION OF INTERESTS

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

5 MINUTES OF PREVIOUS MEETING: 4 NOVEMBER 2021 (attached)

F Thorburn

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

6 ACTION LOG (attached)

Board Support

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

7 SENIOR MANAGEMENT BOARD ACTION LOG (attached)

R Haggart

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

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

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8 CHANGE PORTFOLIO/MAJOR PROJECTS

- 8.1 Portfolio Office Project Dashboard (*attached*) *G Buchanan*
- People Training Finance and Asset Systems Programme Rostering Brief (*attached*)
 - RVDS Improvement Framework Document (*attached*)
 - RVDS Duty System Relationship Dossier (*attached*)
 - RVDS Attract and Recruit Improvement Dossier (*attached*)
 - RVDS Variable Contracts and Station Establishment Dossier (*attached*)
- 8.2 People, Training, Finance and Assets System Programme Update (*attached*) *P McGovern*

9 GENERAL REPORTS

- 9.1 Portfolio Office Progress Update (*attached*) *A Main*
- 9.2 Protection of Vulnerable Groups Scheme, End of Project Spotlight Review (*attached*) *A Main*

10 RISK

- 10.1 Portfolio Office Risk Log/Tracker (*attached*) *G Buchanan*
- 10.2 Committee Aligned Directorate Risks (*attached*) *P Stewart*
- 10.3 Risk Spotlight: POD010 Project Support (*attached*) *L Barnes/
S Semple*

11 COMMITTEE ROLLING FORWARD PLANNING

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

12 REVIEW OF ACTIONS*Board Support***13 DATE OF NEXT MEETING**

Thursday 12 May 2022 @ 1000 hrs

PRIVATE SESSION

- 14 MINUTES OF PREVIOUS PRIVATE MEETING: 4 NOVEMBER 2021**
(*attached*)

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

- 15 COMMAND AND CONTROL FUTURES PROJECT UPDATE** (*attached*)

*J Dickie/
G MacKay**This report is for information only.*

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



SCOTTISH
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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 4 NOVEMBER 2021 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)
Stuart Ballingall (SB)
Angiolina Foster (AF)

Brian Baverstock, Deputy Chair (BB)
Nick Barr (NB)

IN ATTENDANCE:

Ross Haggart (RH)	Deputy Chief Officer
Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
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
David Lockhart (DL)	Head of Service Development
David Farries (DF)	Head of Operations (Item 8.1)
Scott Semple (SSe)	Head of People and Organisational Development (POD) (Item 8.1)
Paul McGovern (PMcG)	People Training Finance and Assets (PTFA) Programme Manager (Item 9.2)
Alasdair Cameron (AC)	Group Commander Board Support
Debbie Hadow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Siobhan Hynes	Portfolio Office

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those participating via MS Teams, in particular David Lockhart, Head of Service Development following his recent appointment.
- 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 SFRS website.

2 APOLOGIES

None

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

3.1 The Committee agreed that the Command and Control Futures (CCF) Project (Agenda Item 16) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

3.2 The Committee agreed that a verbal update on McDonald Road Refurbishment project would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS PUBLIC MEETING: 5 AUGUST 2021

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

5.1.1 **Subject to minor typographical errors, the minutes of the meeting held on 5 August 2021 were approved as a true record of the meeting.**

Matters Arising

5.2.1 None

6 ACTION LOG

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

6.2 The Committee appreciated the comprehensive response provided for Action 8.5.6 (Retained/Volunteer Duty System (RVDS) Change Request and Updated Dossier (05/11/20))

6.3 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 statements/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 CHANGE PORTFOLIO/MAJOR PROJECTS

8.1 Change Portfolio/Major Projects Dashboard

8.1.1 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. The following key issues were highlighted:

- Service Delivery Model Programme (3 projects) – Red for Skills and Resources
- People, Payroll and Finance Project – Amber for Time, Skills and Resources.
- Rostering Project – Amber for Skills and Resources.
- RVDS Improvement Programme – Amber for Time.
- Command and Control Futures (CCF)– Amber for Time, Cost, Quality, Skills and Resources.
- Emergency Service Network (ESN) – Red for Cost and Amber for Quality.
- McDonald Road Redevelopment – Amber for Quality and Skills and Resources.

8.1.2 The Committee discussed the appropriateness of assigning RAG status to projects in the early stages of development and, in particular, prior to project briefs/risk registers being produced. It was generally agreed that RAG status should remain blank until a project brief/dossier had been developed.

8.1.3 The Committee commented on the statement within the Capacity to Delivery section (covering report para 3.4.1) and noted that this could be misinterpreted. It was agreed that the Portfolio Office would review and update as appropriate.

ACTION: PO

8.1.4 PSt informed the Committee that the Capacity to Deliver statement within the covering report related to both the underestimating of the consultation process/timeline as well as the capacity/resources within the Portfolio Office.

8.1.5 The Committee noted the shortfall on Skills and Resources across most of the projects and queried the cumulative effect on the Service's capacity to deliver. AM informed the Committee that capacity management was fundamental and discussions had already begun with Workforce Planning to identify potential areas for improvement and collaboration.

8.1.6 In regard to the ESN, PSt reminded the Committee that the Service were continuing to engage with both the UK and Scottish governments re cost recovery and confirmed that all costs incurred by the Service were being captured.

8.1.7 Retained/Volunteer Duty Strategy – Change Request, Updated Dossier and SMART Objectives and Measures

DF presented the Change Request and updated Dossier to the Committee and highlighted the following key points:

- Change of nomenclature from RVDS Strategy to RVDS Improvement Programme.
- Updated Dossier which outlined the 6 key themes and 5 key workstreams.
- Oversight and scrutiny by the newly created RVDS Improvement Programme Board.
- Continuing to work with the Portfolio Office to improve the capturing of benefits realisation.

8.1.8 The Committee welcomed the clear Outcome Aim Statements including baseline measures, etc which had been developed for each workstream.

8.1.9 The Committee acknowledged the positive partnership working with the Portfolio Office.

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

8.1.11 Protection of Vulnerable Groups Scheme – Closing Report

SSe presented the Protection of Vulnerable Groups (PVG) Scheme Closing Report to the Committee and highlighted the following key points:

- Various challenges encountered during the project.
- Cross Directorate collaboration and additional assistance provided by Corporate Admin.
- Close partnership working with Disclosure Scotland.
- Lesson identified throughout the project which would be taken forward.
- Small number of outstanding cases would be transferred and captured through business as usual.
- Outline of process for addressing any convictions being identified.

8.1.12 The Committee noted and welcomed the inclusion of PVG checks as part of the recruitment process for uniformed personnel.

8.1.13 SSe assured the Committee that the inaccuracy within the recording process had been addressed and there was now confidence in the current process.

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- 8.1.14 In regard to the outstanding cases, SSe confirmed that no specific trends had been identified and there was no detrimental impact on service delivery due to the small number of cases involved.
- 8.1.15 **The Committee scrutinised and noted the closing report.**
- 8.1.16 West Asset Resource Centre (ARC) – Change Request
IM presented the Change Request noting the revised extended timeline to allow for cost certainty for the project. He noted that the design element had been agreed and confirmation of cost certainty had been requested from the primary contractor. It was anticipated that this information would be available by 29 November, when a decision would be required regarding the affordability of the project.
- 8.1.17 In regard to materials costs, IM informed the Committee that these remained unstable due to the current level of demand. IM advised that consideration was being given to the potential different construction methods available to reduce costs without compromising overall quality of the project.
- 8.1.18 IM confirmed that there were no direct internal costs associated with the prolonged process due to this being undertaken through business as usual.
- 8.1.19 In terms of efficiencies, IM reminded the Committee that this project was the final element of the Service's Strategic Intent (2014) to relocate the ARC and outlined the proposals for the current site at Cowcaddens.
- 8.1.20 **The Committee scrutinised and noted the change requests.**
- 8.1.21 People, Payroll and Finance – Project Brief
PMcG presented the People, Payroll and Finance project brief to the Committee and highlighted the following:
- Specific example outlining the current leaver's process which included requesting information already held by the Service, duplication of information being requested at separate stages, manual admin process and potential loss of valuable information due to the limited number of exit interviews being conducted.
- 8.1.22 The Committee commented on the Amber RAG status for Time and Skills and Resources. PMcG noted that there had been optimism bias within the initial timelines for the separate projects and the development of key documentation ie business case. The Service have engaged the services of Moore Insight to assist in the creation of this documentation. PMcG commented on the resourcing issues which was reflective of the current availability of skills, retention and recruitment of personnel.
- 8.1.23 PMcG assured the Committee that there was regular engagement and collaboration with the Portfolio Office to share experience, provide assistance and develop the change management approach. AM informed the Committee that he would be participating on all major project/programme boards to gain a greater oversight and provide assistance where required.
- 8.1.24 PMcG informed the Committee of the rationale for the People, Payroll and Finance project being retained as one project. PMcG noted that the people related data forms the core and would feed other systems ie rostering, etc. PMcG further noted that due to the significant proportion of monies being attributable to people costs, it was essential to ensure the synergy between these aspects.
- 8.1.25 IM noted that the decision to separate the Assets from the wider project was taken following market testing and to ensure the best options were available to the Service.

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8.1.26 PMcG reminded the Committee that various business cases had been developed at different stages since the project was initiated. Following a decision by the Programme Board, a business case (in line with the HM Treasury guidance) and statement of requirements would now be developed. As previously indicated, Moore Insight had been engaged to assist in the creation of these documents and accelerate the process.

8.1.27 The Committee acknowledged the previous business cases and the comprehensive business case process currently being undertaken. However, it was noted that this report could be misinterpreted and lead to suggestions that no prior business case process or appropriate governance had been undertaken.

8.1.28 The Committee commended the change management approach, particularly the engagement with customers/front line users and the emphasis on end to end processes.

8.1.29 In regard to document scanning, PMcG noted that the Project Board recognised the potential for legacy (paper based) systems to be retained until an electronic records management project had been identified.

The Committee scrutinised and noted the project brief.

8.1.30

8.2 People, Training, Finance and Assets (PTFA) System Programme Update

8.2.1 PMcG presented an update to the Committee on the PTFA programme, highlighting the following key points:

- Ongoing analysis on over 300 identified processes.
- Focus on Business Case and Statement of Requirement.
- Development of data strategy within the scope of project.
- Engagement continuing both internally with POD, Finance and Training colleagues and external organisations.
- Recruitment of Project Manager for the Rostering project was underway.

8.2.2 **The Committee noted and scrutinised the report.**

(Meeting broke at 1109 hrs and reconvened at 1115 hrs)

9 GENERAL REPORTS

9.1 Portfolio Progress Update

9.1.1 AM presented the Portfolio Progress update report to the Committee which outlined the key activities undertaken by the Portfolio Office in developing new and existing capacity specific to Portfolio, Project and Programme management. The following key points were highlighted:

- Action 2 Strategic Awareness Sessions: Continuous level of engagement with management/functional teams. Positive support and level of engagement which demonstrates the appetite for change/improvements in terms of how changes are delivered within the Service.
- Action 5 Business Change Lifecycle Design Phase 1: Portfolio Office workshop held to outline the proposed business change lifecycle. Next steps were to engage with key functions to seek input and feedback to refine the design. Phase 1 would focus on definition of portfolio, processes and capacity.
- Action 6 Portfolio Office Function Recruitment: Change Centre of Excellence Manager to take up their post in January 2022. This will enhance the capabilities and experience within the existing team and drive forward the key initiatives within the roadmap.
- Action 7 Portfolio Office Financial Reporting and Action 8 Business Case Process Assessment and Renew: Work ongoing to increase the visibility of the total costs of initiatives and identifying improvements within the business case process.

9.1.2 The Committee commented on the positive progress being made within the Portfolio Office including the recruitment of additional resources and the openness towards change within the wider Service.

9.1.3 **The Committee noted the report.**

10 RISK

10.1 Portfolio Office Risk Log

10.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office.

10.1.2 The Committee commented on the high number of “red” risks and queried how the management of risk was aligned to take account of risk appetite. RH advised the Committee that a review of the current format and contents of the risk log would be undertaken with assistance from the Audit and Risk Manager. RH noted that the management and development of risk/risk appetite within the portfolio could be improved. In regard to risk appetite, the Committee were reminded that this was still being developed and noted that an update would be brought back to the next meeting (February 2022).

10.1.3 During the review of the risk log, the Committee requested that consideration be given to the concept of concurrent and cumulative risk and the potential to narrate the dimensions of these risks in order to provide a greater understanding of scenarios and effects on risk rating. RH noted that, as the Change Portfolio develops, a wider perspective on risk etc would also be developed.

10.1.4 **The Committee noted the report.**

10.2 Committee Aligned Directorate Risks

10.2.1 The Committee noted the Aligned Directorate Risks.

10.2.2 **The Committee noted the report.**

10.3 General Discussion: Committee’s Role and Influence on Risk

10.3.1 Brief discussion took place to reiterate the purpose of spotlighting individual risks by Committees, including:

- Spotlighting was introduced to ensure consistency on the overall management of risk.
- Opportunity to focus on individual risks to gain a greater understanding of the management, mitigations and challenges.
- Take assurance on how risks were being managed across the Service.
- Offers support to Executive and opportunity to share Non-Executive perspective/experience.

10.4 Risk Spotlight: Strategic Risk 8 (Ability to anticipate and adapt to a change environment through innovation and improvement performance)

10.4.1

PS provided a verbal update to the Committee and noted the following key points:

- Resource and capacity: Proactive action to recruit resources, including Centre of Excellence Manager, Communication and Consultation posts, etc into the Service to manage the activity. Ongoing challenges with recruitment/market. Increased focus to understanding any capacity requirements to deliver change prior to instigation of major projects/programmes for change.
- Improved performance: Linked to consultation processes and organisational strategy on change activity.
- Development and improvement within the business case process.

10.4.2 RH reminded the Committee of the current challenges regarding costs (particularly construction) and the recruitment and retention of personnel in the existing climate. RH noted that the Service had limited ability to influence the situation but were managing and

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prioritising the capacity available as appropriate.

- 10.4.3 The Committee noted the situation and the links to the business change lifecycle which enables the Service to prioritise the resources available appropriately.
- 10.4.4 With regard to innovation, the Committee asked whether the change agenda was sufficiently innovative to address this strategic risk. PSt noted that the Service were still in the early stages of innovation maturity and further work was required to identify, create and progress. The Committee commented on the Service's overall focus on innovation and whether there were opportunities for improvement. AM informed the Committee that the concept of business architecture was being considered within the Service.
- 10.4.5 The Committee sought clarification on the current risk rating, RAG status and percentages within the Status column. RH advised that the RAG status and percentage relate to the progress on the actions identified to address the risk and once addressed the risk rating would be reviewed. It was noted that this had been previously raised and an action taken at the Service Delivery Committee.
- 10.4.6 **The Committee noted and scrutinised the report.**

11 COMMITTEE ROLLING FORWARD PLAN**11.1 Committee Forward Plan**

11.1.1 The following items were noted:

- Risk Appetite (February 2022)

11.2 Items for consideration at Future IGF, Board and Strategy Day Meetings

11.2.1 No items were identified.

12 REVIEW OF ACTIONS

12.1 AC confirmed that one formal action was recorded during the meeting.

13 DATE OF NEXT MEETING

13.1 The next meeting is scheduled to take place on Thursday 3 February 2022 at 1000hrs.

13.2. There being no further matters to discuss, the public meeting closed at 1200 hrs.

PRIVATE SESSION**14 MINUTES OF PREVIOUS PRIVATE MEETING: 8 AUGUST 2021**

14.1 Subject to minor typographical errors, the minutes of the meeting held on 5 August 2021 were approved as a true record of the meeting.

14.2

15 PRIVATE ACTION LOG

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

16 COMMAND AND CONTROL FUTURES (CCF) PROJECT**16.1 Command and Control Futures Project Update**

16.1.1 JD presented the Periodic Update Report (including Highlight Report), Digital Assurance Office (DAO) Health Check Review Report, Change Request and updated Dossier to the Committee. A short presentation was given to the Committee to summarise the current position.

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

16.2 Digital Assurance Office Health Check Review

16.2.1 Covered under 16.1

16.3 Command and Control Future: Change Request and Updated Dossier

16.3.1 Covered under 16.1

17 McDonald Road Refurbishment Project Update

17.1 IM provided a brief verbal update to the Committee on the McDonald Road Refurbishment project.

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CHANGE COMMITTEE – ROLLING ACTION LOG

Background and Purpose

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

The status of Actions are categorised as follows:

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

Actions/recommendations





Currently the rolling action log contains one Action. A total of one of these actions has been completed.


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

CHANGE COMMITTEE ROLLING ACTION LOG

Committee Meeting: 4 November 2021						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
Item 8.1.3	Change Portfolio/Major Projects Dashboard: Portfolio Office to review and update the wording (under Capacity to Deliver) and intended meaning within the Capacity to Deliver section within the covering report (para 3.4.1).	PO	February 2021		January 2022	Completed (03/02/2022): Wording has been updated on the report as follows: <i>“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”</i>

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	19/01/22	RH to speak to the relevant Directors on how to take the Low Carbon Appliance project forward	Ross Haggart	Feb-22			

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



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Report No: C/CC/01-22

Agenda Item: 8.1

Report To:	CHANGE COMMITTEE						
Meeting Date:	3 FEBRUARY 2022						
Report Title:	PORTFOLIO OFFICE PROJECT DASHBOARD (as at 20 January 2022)						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		A	B	C	D	E	F
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	<u>Risk</u>						
3.1.1	The Public Involvement and Consultation Team vacancies - Manager and one support roles have been re advertised.						
3.2	<u>Interdependencies</u>						
3.2.1	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 Improvement Programme (RVDS), Emergency Services Network (ESN), SDMP and Command and Control Futures (CCF) projects.						
3.3	<u>Cost</u>						
3.3.1	Emergency Services Network showing red for costs. Ongoing funding discussions taking place with the Scottish Government.						
3.4	<u>Capacity to Deliver</u>						
3.4.1	Full stakeholder engagement along with continuous monitoring of resource availability and allocation will be essential to ensure Scottish Fire and Rescue Service (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	Other
3.5.1	Service Delivery Model Programme – Community Risk Index Model (CRIM) showing red for Skills and Resources. Although offers have been made, the full Public Involvement and Engagement Team is still not in place. A third Business Impact Assessment, and a Senior GIS Analyst roles have also still to be filled.
3.5.2	Emergency Services Network – Showing Amber for costs and Amber for time. Some funding has been released from the Scottish Government but longer term funding has still to be agreed.
3.5.3	RVDS – Framework and 3 Project Dossiers being put forward.
3.5.4	People, Training, Finance and Assets Systems Programme – both projects within the programme have rebaselined their start dates as reflected in the current dashboard. Rostering Project – the project brief has been put forward for scrutiny by the Committee and will report on its project health status going forward. The People, Payroll and Finance Project reports Amber for delivery to time, resource and skills. Contract negotiations remain ongoing, which has seen an increase in the associated risk. Resource estimates have been revised.
3.5.5	Safe & Well – remains green for overall project health, however, delays on milestone delivery have been experienced. Assurances have been provided that these milestones are not foreseen to impact the projects overall delivery timeline.
3.5.6	CCF – showing amber across the board.
3.5.7	MacDonald Road - showing amber for Cost Quality and Skills & Resources.
4	Recommendation
4.1	The Change Committee are asked to note the projects for governance under the programme.
5	Key Strategic Implications
5.1	Risk
5.1.1	The principles adopted align to the direction contained within SFRS Finance and Contractual Services Risk Management policy.
5.2	Financial
5.2.1	There are no direct financial implications associated with this report. Individual projects will monitor their financial status on a regular basis.
5.3	Environmental & Sustainability
5.3.1	There are no direct environmental or sustainability issues associated with this report.
5.4	Workforce
5.4.1	Appointment of Communications and Engagement team still to be put in place. Two jobs re advertised. One vacancy filled.
5.5	Health & Safety
5.5.1	There are no direct Health & Safety implications associated with this report. Individual projects will communicate on regular bases as required.

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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 has not been completed. Each project will be assessed as part of the project management process.	
5.12 5.12.1	Equalities EIA has not been completed. 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: People Training Finance and Asset Systems Programme Rostering Brief	
5.3	Appendix C: RVDS Improvement Framework Document	
5.4	Appendix D: RVDS Duty System Relationship Dossier	
5.5	Appendix E: RVDS Attract and Recruit Improvement Dossier	
5.6	Appendix F: RVDS Variable Contracts and Station Establishment Dossier	
Prepared by:	Programme Officers	
Sponsored by:	Paul Stewart, Assistant Chief Officer, Director of Service Development	
Presented by:	Gillian Buchanan, Deputy Programme Manager	
Links to Strategy		
We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.		
Governance Route for Report	Meeting Date	Comment
<i>Change Committee</i>	<i>3 February 2022</i>	<i>For Scrutiny</i>



**CHANGE PORTFOLIO
MONTHLY UPDATE REPORT**

**SMB: 19/01/2022
Data as of: 19/01/22**

RAG Status Key
■ on track
■ slippage but within tolerance
■ slippage outwith tolerance

RVDS IMPROVEMENT PROGRAMME											
Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Governance			Project Health			
					Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
RVDS IP - RESPONDING OPTIONS & DUTY SYSTEMS RELATIONSHIPS	Head of Operations, DACO David Farries	AC Richie Hall/AC Rab Middlemiss	Nov-21	Jun-23		✓					
Project Update:	<ul style="list-style-type: none"> Research underway focussing on migration options and approaches to dual contracts. March 2022 Draft Strategic Cover Moves paper presented to NRVLf. Jan 2022 RVDS rostering options research begun. Project work streams and the work of PTFAS rostering due to start arrangements being made to ensure coordinated approach. June 2022 										
Pathway to Green/Next Steps:											
Next Significant Milestone Forecast:	May-22	Strategic stations identification	May-22	Develop and make recommendations for increasing the uptake of dual contract opportunities, utilising uniform and support staff to support our RVDS Jun 22	Jun-22						
Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
RVDS IP - RVDS ATTRACTION & RECRUITMENT IMPROVEMENTS	Head of Operations, DACO David Farries	AC Iain MacLeod/AC Jason Sharp	Nov-21	Apr-23		✓					
Project Update:	<ul style="list-style-type: none"> High level project plan being developed to consider actions, timescales, stakeholders and resource required to support each stage. Feb 2022 Identify and engage with stakeholders to be involved in project group(s). Undertake introductory meetings with working groups to provide direction against milestones. Feb 2022 Review and consider recommendations from project work undertaken led by Service Improvement to inform and guide opportunities for improvements and redesign of recruitment processes March 2022 Research and benchmarking on attraction and recruitment practices in place elsewhere and undertake analysis of these. March 2022 										
Pathway to Green/Next Steps:											
Next Significant Milestone Forecast:	Mar-22	SFRS website content to have RDS & VDS specific information and redesigned attraction & recruitment documentation	Mar-22	Develop national best practice RVDS attraction and recruitment media toolbox including templates to support local attraction and recruitment needs and messaging.	Jul-22						
Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
RVDS IP - RVDS VARIABLE CONTRACT OPTIONS & RVDS STATION ESTABLISHMENTS	Head of Operations, DACO David Farries	Rachael Scott - Deputy Head of POD/AC David Sharp	Nov-21	Mar-23		✓					
Project Update:	<ul style="list-style-type: none"> High level project plan being developed to consider actions, timescales, stakeholders and resource required to support each stage. Feb 2022 Review underway on previous research undertaken on remuneration arrangements and flexible contracts outwith NJC terms. April 2022 Analysis pro-forma produced to ensure consistent collation of data and for identifying gaps/areas for further research and analysis, to inform considerations. Jan 2022 Initial discussions undertaken with Finance colleagues on resource for project to support financial data, analysis and modelling. Jan 2022 Station establishment work streams aligned with variable contract work streams time frames. Jan 2022 										
Pathway to Green/Next Steps:											
Next Significant Milestone Forecast:	May-22	Review current methodologies as well as further research, benchmarking and analysis of station establishment approaches that are cost effective and flexible being cognisant of the local communities	Jun-22	Develop and Define recommendations	Aug-22						

CHANGE PORTFOLIO											
Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Governance			Project Health			
					Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
Command & Control Phase 2 Platform	ACO John Dickie	DACO Garry Mackay	Jan-14	TBC	✗	✓	✓				
Project Update:	Time remains at amber following the adoption of the new project delivery timeline (as of September 2021) Cost 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. It was moved to amber in June 2021 (and remains at, since) to reflect the delay in delivery timeline that will impact on this year and next year's budget planning. Quality 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 November 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. Skills and resources" remains at amber consistent with the SMB guidance regarding the impact of Systel resources on this project.										
Pathway to Green/Next Steps:	Time - delivery of all aspects of Systel's rectification plan and the development (and achievement of) a detailed project implementation plan. Rectification Plan is scheduled for completion in January 2021 and the detailed project implementation was presented to and adopted by the November 2021 CCF Board. However, at present, the SMB should note that there is a likelihood that the next major project milestone (Exit from User Acceptance Testing (UAT) phase, is likely to be delayed by up to 6 weeks. This is to allow the implementation of and testing/training using an "Minimum Viable Product MVP", expected in the January 2022 Software drop by the provider. In addition, as this is submitted an SLT workshop on the project implementation is scheduled for 11/02/2021.										
Next Significant Milestone Forecast:	Jan-22	Off track - expected March 2022									
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	✓	✓	✓		Long Term		
Project Update:	Scottish Government funding will continue to be treated as "in year pressure". Finance Group will now meet bi monthly between SSG meetings, this years funding has been provided. Cost changed to Amber in consultation with the SRO and Strategic Lead to reflect the short term funding however may return to red if longer term funding not secured. Delay in recruiting member of staff for the funded post for User Led Assurance, Advert now in ITrent. Will remain Amber until recruitment complete. DNSP installation at SFRS data centres at Johnstone and Saughton House complete, Managed Firewall installation complete. Technical On Boarding leading to Code of Connection continues. Initial architectural diagrams submitted to the Home Office now approved. In building surveys of SFRS Critical Operational Locations has commenced, Johnstone, Newbridge and Hamilton complete, results reviewed and will now will inform where coverage boosters will be deployed. In Building coverage checks have commenced on the 356 Fire Station premises.										
Pathway to Green/Next Steps:	Securing long term 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 long term funding, being managed as in year pressure by Sponsor body. New Scottish Government SRO in place now, has met with the Strategic Lead and Project Manager. Funding for this year has been provided.										
Next Significant Milestone:	Operational Evaluation complete	Jun-23	Transition commences	Jun-24							



**CHANGE PORTFOLIO
MONTHLY UPDATE REPORT**

**SMB: 19/01/2022
Data as of: 19/01/22**

RAG Status Key
 on track
 slippage but within tolerance
 slippage outwit tolerance

Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource
McDonald Road Redevelopment_ Museum of Fire	Head of Asset Management Iain Morris	Oscar Torres & Andrew McDermott	Apr-17	Mar-22	*	✓	✓				
Project Update:	The Station and LSO areas of this build have now been completed and station and LSO staff have relocated back into the newly refurbished site. The project is still on track for completion in March 2022. A significant number of snagging issues and defects have been recorded and the project manager along with the primary contractors are working their way through these. A further programme of rectification works due to water damaged in the appliance bays during the early phase of the project are about to commence with a new contractor. Challenges are still being experienced with regards to certain supply issues and some materials not being available. The museum contractors are now onsite and commencing with these preparation works.										
Pathway to Green/Next Steps:											
Next Significant Milestone Forecast:	Handover of station areas	Nov-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	Jul-23	✓	✓	✓				
Project Update:	As anticipated on the 16th December, we received the stage 4 cost for the project. Due to unprecedented pressures as a result of Covid and Brexit there had been an increase in the overall costs by £2.4M, with the uncertainty surrounding inflation the contractor could only hold these prices until 17th Jan 2022. Due to the tight timescales its was agreed to raise this directly to the Board level. A special Fire Board Meeting was convened on the 14th Jan 2022 and after a lengthy period of scrutiny and debate it was agreed to continue with this project. The normal governance process will now be implemented for this strategic project. Works will now commence on site in February 2022.										
Pathway to Green/Next Steps:											
Next Significant Milestone Forecast:	Construction work costs	Nov-21	Delayed - decision meeting scheduled								
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 Lynne Gow	Apr-18	Apr-22	✓	✓	✓				
Project Update:	A change in Project Manager has now taken place and a handover is underway. The final elements of ICT system are being completed in preparation for the transfer from the development site to the pilot site to allow the partner sign up and visit elements of the pilot to commence. Training Packages are complete with an overarching awareness package to be completed at the end of pilot/before rollout. Performance and Evaluation Framework in place. Targets will be established depending on partner sign up and pilot underway.										
Pathway to Green/Next Steps:	Milestones shown as overdue are under review. Stakeholder engagement has occurred with the aim of identifying accurate new dates. These will be presented at the next S&W project board meeting.										
Next Significant Milestone Forecast:	S&W staff training packages complete	Complete	Suitable performance and evaluation criteria for pilot established	Complete	Deployment of S&W progressive Web App on to CAT Laptop/Tablet	Sep-21	Complete all preparations for extended pilot (pilot action plan)	Sep-21			

SCOTTISH FIRE AND RESCUE SERVICE

PTFAS Programme



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

ROSTERING PROJECT BRIEF

Programme Number:

Agenda Item:

Project Name:	ROSTERING
Project Start Date:	JANUARY 2022
Project Finish Date:	APRIL 2024
Project Manager:	SEBASTIAN O'DELL
Executive Lead:	AREA COMMANDER JASON SHARP
1	Purpose
1.1	This document introduces the Rostering Project that has been created within the People, Training, Finance and Assets Systems Programme (PTFAS); it documents 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: <ul style="list-style-type: none"> a) People, Payroll & Finance b) Rostering c) Training d) Asset Management
2.3	The Rostering element of the previous People & Training Project has therefore now been separated out into a single project, while the People and Payroll elements have been merged into a single project along with Finance. A Training project has been listed above although there is still work to be done to establish how many of the Training Directorate's processes could be included within the scope of the People, Payroll and Finance Project. Finally, Asset Management will form one of the later projects within scope of the Programme, reflecting the organisation's priorities and maturity of the systems and processes within Asset Management.
2.4	The individual projects will be responsible for delivering specific outputs while the overarching programme will be responsible for ensuring those outputs are integrated and benefits are ultimately realised.
2.5	The Rostering Project will be looking at the ways of working and supporting applications that are used throughout the Service to manage and ensure required levels of rostering and availability primarily for uniformed wholetime, retained and volunteer staff; some elements of the Rostering Project may also impact on support staff.
2.6	The current systems that support rostering have been in place for many years and in the majority of cases since before Fire Service reform in 2013. Rostering systems fall into three categories: Wholetime, Retained and Volunteer personnel (RVDS), and Support Staff.

2.7	Looking firstly at wholetime personnel, the availability of all wholetime on-station and Operational Control uniformed personnel attached to a 5 Watch Duty System (5WDS), Day Shift Duty System or Flexi Duty Officer System is managed in a single application. This system and the associated processes are managed by the Central Staffing team, based primarily in Johnstone with additional satellite teams in each Service Delivery Area (SDA). The application is installed on premise within SFRS data centres and is only available from SFRS locations. The application receives hardware and a degree of application support from the ICT Department with most support provided by the system supplier and the dedicated System Administrator within the Central Staffing team.
2.8	Unlike the wholetime rostering, rostering for RVDS personnel uses a combination of applications. There are 6 different applications, provided by two suppliers, supporting RVDS rostering. These are based primarily around legacy areas and in some instances, reflect the different terms and conditions that exist for RVDS personnel. These applications are primarily held in the Cloud (Amazon Web Services). The application supporting legacy Tayside is installed locally and is due to be migrated to the other application provider as part of the Command and Control Futures Project before the Rostering project begins the procurement phase. Support for the rostering applications is limited internally and most of the support comes from the application providers; ICT provide support for the application environment.
2.9	Support staff availability is managed within the HR/People system.
2.10	As with other areas of the PTFAS Programme, rostering applications have been in place for many years and while a considerable amount of hard work goes on daily to ensure that the best possible service is delivered, there are significant issues preventing SFRS working in a more efficient manner. The fundamental lack of integration between applications means that few processes are supported end to end within the business systems and a culture of 'Management by Excel' and other workarounds has developed. This introduces duplication of effort, scope for error, additional work and time to maintain workarounds and a generally less than optimal level of service for end users.
2.11	While these issues are seen in other areas of the PTFAS Programme, given that rostering directly impacts on mobilisation decisions, then the challenges being identified in the Rostering Project represent a risk that SFRS needs to mitigate.
2.12	A further driver to change is the expiration of existing contracts. Contracts and maintenance agreements for the applications that support wholetime and retained rostering will expire in the next 12 months and must be re-tendered following a legally compliant procurement exercise.
3	Project Objectives
3.1	The central objective of the Rostering Project will be to define and implement a new ways of working for the Service's rostering that is characterised by more efficient processes. This will be underpinned by new application(s) that are inherently more integrated and that remove the need for duplication of effort and maintenance of workarounds.
3.2	Upstream integration with the replacement mobilisation system will be a main objective of the Project to ensure that accurate and timely information continues to be available and enable mobilisation decisions. Integration with other systems will ensure that up to the minute information required on availability, skills competencies, joiners and leavers, or absence is all immediately available to the rostering application(s).
3.3	Elimination of many of the workarounds will follow from the improved integration however other workarounds exist because there is a lack of functionality within current applications. An objective therefore will be to ensure we understand what these functionality gaps are and select future application(s) that deliver the required functionality as part of a seamless

	<p>system. One area that has been identified for example is the lack of suitable self-service tools for wholtime personnel that are available off site.</p> <p>3.4 While options for this future operating model need to be defined and evaluated in detail, consideration will be given to the current way of working which deals with wholtime and rostering as separate business processes; this can be seen to potentially limit Operational flexibility as it institutionalises the separation of Duty Systems. As the Service looks to modernise its Operational response in the face of an evolving national risk profile, greater Operational flexibility will be a key theme the Rostering Project will need to take account of when selecting and implementing solutions.</p> <p>3.5 The future operating model will also ensure that proper consideration is given to the complete employee lifecycle from recruitment, through training to rostering for Operational duties. The overall PTFAS Programme will have a responsibility to ensure that the operating model is consistent with that developed for the People elements of the People, Payroll and Finance Project.</p> <p>3.6 Although the Rostering Project will be dealing with Systems of Differentiation which are characterised by industry specific capabilities and therefore more unique than other Projects within the Programme such as People, Payroll and Finance which is dealing with Systems of Record, a further objective will still be to deliver application(s) that are Software as a Service. This is an overarching objective of the Programme for all applications in scope and will ensure that no applications are held locally within SFRS data centres. This is consistent with SFRS's Digital Strategy.</p> <p>3.7 Once the analysis has been done to define new ways of working, there will be further tasks to select and implement future applications. This will involve a significant level of engagement and potential disruption to users. Careful change management will be necessary to make sure users are prepared, kept informed, properly supported and supported in the longer term once change has been implemented.</p> <p>3.8 A final objective of the Project is to put in place a suitable support model for future application(s) during the contract lifetime that ensures application(s) evolve and develop over time, in line with technology and organisation changes . The support model will look to define the levels of support required and who provides it.</p>
4	Project Scope and Exclusions
4.1	<p>The following identifies some of the main areas of scope as they are currently understood. The project will:</p> <ol style="list-style-type: none"> a) Identify a suitable Project Executive and establish a Project Board with representation from affected areas across the business 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) Define the resource required to deliver the Project and establish a dedicated project team which will include a Business Analyst and Project Manager allocated by the PTFAS Programme and further resources with subject matter experts allocated directly from the Directorates. Some of these resources will be required to work on the Project full-time and some part-time. c) Agree the scope of the Project deliverables and areas of interest. This includes the potential to use future application(s) for support staff availability, trainers within the Training Directorate and the processes and supporting systems for retained payments d) Develop a business case that captures the benefits of future solution(s) and provides associated financial assessments e) Develop an output based Statement of Requirements that will be used in a Procurement process to select a solution f) Work with the nominated Procurement Category Lead throughout the procurement process through to contract award g) Ensure that improved ways of working are the purpose of the Project and that it is not

	<p>simply a technical replacement or software upgrade exercise</p> <ul style="list-style-type: none"> h) Establish if there is a requirement for Technical Assurance Reviews conducted by the Scottish Government's Digital Assurance Office and if so manage the Project through these stages i) Develop a data strategy for data that is in scope of the Project to ensure that all required data is cleansed and migrated j) 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 in the outputs of the project k) Implement future application(s) following the contract award, working closely with suppliers to develop a detailed implementation plan l) 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 m) Develop a test strategy and ensure that all components are tested to required levels before a recommendation to go live is made n) Develop a training strategy that ensures that all users are proficient in their use of application(s) in advance of go live o) Work with supplier(s) and the ICT Department to ensure that required integrations to other systems are tested and implemented in particular as this relates to the People & Finance system(s) and Command and Control system p) 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 application(s) q) Ensure that process customers are fully engaged in the design and implementation of application(s), including front line firefighters and that the project does not only engage with back office practitioners and managers. r) Decommission all legacy systems and terminate any contracts that are no longer required <p>4.2 Out of scope</p> <ul style="list-style-type: none"> a) Definition and implementation of future Duty Systems – the SDMP Programme will define future rostering patterns that provide the required level of Operational cover; the Rostering Project will ensure that these are understood and that future application(s) are flexible enough to support those patterns b) Harmonisation of terms and conditions – the Rostering Project will ensure that future application(s) are flexible enough to support existing terms and conditions as they stand at the time of implementation and any future harmonisation of these c) 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 d) 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 e) Legacy system developments – this is expected to fall within Business As Usual activity and the Project will not be directly involved in this 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	<p>A constraint on the project will be the expiration of legacy contracts. The contract with the supplier of the existing wholetime rostering solution is due to expire in December 2022. There is no contract expiration for the retained rostering solution although this presents a risk of ensuring an appropriate Service Level Agreement is in place. It is likely 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.</p>

5.2	There is also a potential constraint on when a Rostering application(s) should go live, ideally at the start of the leave year to avoid lengthy dual running periods and complicated cut overs.
5.3	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. While there will be configuration required of a future application(s), SFRS will adapt to industry standard processes used by 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.
5.4	Although we will be seeking improved ways of working, 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 Rostering solutions.
5.5	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 PTFAS Programme. It is assumed that budget will be made available to meet the costs associated with any backfilling of posts. 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.
5.6	It is assumed that there will be budget allocation to the PTFAS Programme sufficient to allow for the core Programme Team staff costs and solution costs of future application(s). It is further assumed that subsequent SaaS licencing and support costs will come from annual budgets for the duration of the contracts that are put in place.
6	User(s) and Other Interested Parties
6.1	<p>The following lists some of the primary stakeholders identified so far:</p> <ul style="list-style-type: none"> a) Service Delivery Model Programme and Board b) Service Delivery Directorate <ul style="list-style-type: none"> a. Central Staffing b. RVDS Support Team c. Operations Control d. Local Senior Officer area representatives c) People and Organisational Development Directorate and in particular Workforce Planning and Resourcing d) Training, Safety and Assurance Directorate e) ICT Department f) Representative Bodies g) Procurement h) Corporate Communications i) Scottish Government Technical Assurance Office j) Existing and potential future application providers
6.2	As the Project develops, further stakeholders will be identified. Engagement with many of these groups has already started and is being appropriately recorded.
7	Outline of Business Case
7.1	A deliverable of the project will be a business case that follows SFRS best practice. However, at this stage there are a number of themes that are common across the scope of the PTFAS Programme: primarily the lack of integration with upstream People and Training systems is one of the main pain points for Rostering which results in considerable re-entry of information.

7.2	The analysis work has also identified functional gaps that require the use of local workarounds, for example, to create a long-term profile of future availability. The business case will consider the benefits of having all the required functionality provided directly by the application and how automation and artificial intelligence can be used to provide an improved service to Operational personnel and ultimately the public. Other functional gaps include the inability to only more than one roster pattern or get a holistic view of Operational personnel on dual contracts. The business case will consider the benefits of closing these gaps.
7.3	The current separation of applications and processes that support wholetime and retained duty systems is an area unique to the Rostering Project that the business case will consider and identify if there are benefits with a single application provided that this can still provide the range of functionality required to support different duty systems.
7.4	The business case will also focus on self-service to identify how people can become more self-sufficient and able to complete tasks themselves. Mobile solutions that can be securely accessed on any device from any location will save time and effort but also provide a greater range of channels to use for communication with back office teams like Central Staffing.
7.5	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 Rostering 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 Executive has been assigned to the Project and will be accountable for the deliverables i.e. the design and selection of future application(s) and their implementation. A dedicated Senior Business Analyst has also been appointed to the Project and a dedicated Project Manager is being onboarded.
8.3	A 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 will be documented and submitted to the Project Board for consideration.
8.5	In terms of future application(s), the approach will be to procure off the shelf products following a procurement exercise. All application(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 applications.
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 still to be identified and the project structure document will be updated accordingly.
9.3	A UIG will be required to progress the development of a statement of requirements for future application(s) and the selection process through to contract award. The UIG will

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	contain representatives from a number of areas of the organisation that have an interest in Rostering; they will be responsible for confirming that their area's requirements are fully documented prior to issue to the market.	
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 will be 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 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 Differentiation	
Prepared by:	Paul McGovern, PTFAS Programme Manager	
Sponsored by:	Area Commander Jason Sharp	
Presented by:	Paul McGovern, PTFAS Programme Manager	
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
<i>PTFAS Programme Board</i>	<i>9th December 2021</i>	<i>Approved</i>
<i>Senior Management Board</i>	<i>19th January 2022</i>	<i>Approved with minor amendments</i>
<i>Change Committee</i>	<i>3rd February 2022</i>	<i>For Scrutiny</i>

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APPENDIX C
SCOTTISH FIRE AND RESCUE SERVICE



RVDS IMPROVEMENT PROGRAMME

FRAMEWORK DOCUMENT

David Farries
Head of Operations

v03 Nov 2021

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Version Control

Version	Date	Detail	Name
0.1	Sept 2021	Initial Issue	DACO David Farries
0.2	Nov 2021	Updated following Board member feedback	GC Gavin Hammond
0.3	Dec 2021	Updated following SMB member's feedback	GC Gavin Hammond
0.4			
0.5			

1. Introduction

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 programme 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 the organisation must embark on an ambitious programme of change, making necessary improvements to enhance the sustainability of our RVDS. This change is essential in order to meet the ever-changing risks faced and demands placed on a modern fire and rescue service in the 21st century.

The initial RVDS strategy project was incorporated within the Service Delivery Model Programme (SDMP) as many of the identified strands under that 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 strategy project from the SDMP and create a focussed RVDS Improvement Programme. 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

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

The purpose of this RVDS Improvement Programme Framework is to better position the SFRS to maximise the use and associated benefits of its retained and volunteer 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. This approach will enable a more robust ability to provide tangible realistic outcomes, timeframes, milestones and accountability under the improvement programme on fundamental areas impacting the RVDS and ways of working.

The overall improvement programme comprises of a number of both independent and interrelated projects that will contribute to delivering the vision and the overarching long-term benefits necessary. This framework document has been produced to provide an overview of five elements of the RVDS change programme, which have been combined to form the '**RVDS Improvement Programme**'.

2. RVDS Improvement Programme

2.1 Aim and Objectives

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

'Operating over the short, medium and long term oversee and support the identified RVDS improvement projects and objectives to achieve tangible improvements which are ambitious, to deliver and improve the Retained and Volunteer Duty System (RVDS) engagement, management, response and operating models, promoting a collaborative partnership approach. Making decisions regarding the prioritisation and sequencing of RVDS improvements to provide long term sustainable enhancements to the attraction, recruitment and retention of RVDS staff. Aligning to Service delivery needs whilst identifying interdependences and programme cross over; recognising both synergy and delineation between the remit of the National Retained and Volunteer Leadership Forum and other current service level programmes such as SDMP and PTFAS and their timelines. Work with the SMB to track the realisation of benefits expected from the RVDS improvement programme and associated projects and workstreams.'

To deliver the aim, the programme has set 5 overarching objectives as detailed below:

Objective 1

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

Objective 2

To support the ability to improve availability of our RVDS appliances and better inform our recruitment needs.

Objective 3

Maximise opportunities by utilising skills and development of personnel across all duty systems whilst supporting succession planning and recruitment

Objective 4

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

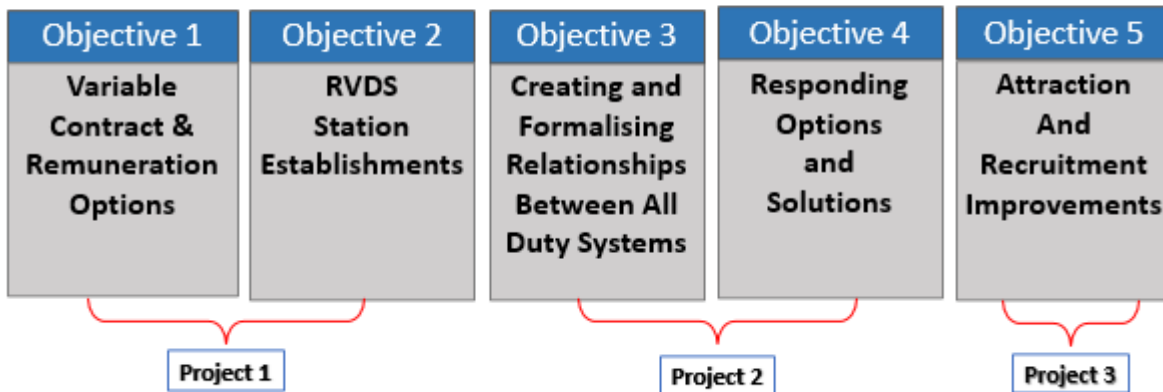
Objective 5

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

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Diagram 1 below provides an overview of the link between the objectives and the individual projects within the RVDS Improvement Programme.

Diagram 1 – Link Between Objectives and Individual Projects



2.2 Programme Overview

The RVDS Improvement Programme consists of three distinct and independent projects but with very clear interdependencies, namely:

- Variable Contract Options and Station Establishments
- Responding Options and Solutions and Creating and Formalising Relationships Between All Duty Systems
- Attraction and Recruitment Improvements

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

[Variable Contract and Remuneration Options](#)

The outcome aim is 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

It is essential that this key project is completed developing 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. Collective outcomes from the workstreams under this project will be demonstrated by appliance availability linked directly with station establishment figures.

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Station Establishments

Outcome aims of this project is to support the ability to improve availability of our RVDS appliances and better inform our recruitment needs.

It is envisaged that the outcome activities of this project will provide a revised Target Operating Model/Station establishment methodology based on Service needs. This will allow a clearer understanding and enable robust monitoring of specific integral elements such as operational availability/appliances off the run, headcount and vacancy gaps i.e. RVDS actual headcount/FTE -vs- TOM, RVDS vacancy percentages, competency levels/skill set requirements/training needs and leaver trends.

Having the ability to analyse these elements will support the programming of recruitment activity and will identify areas that require a targeted recruitment approach.

Creating and Formalising Relationships Between All Duty Systems

The outcome of this project aims to maximise opportunities by utilising skills and development of personnel across all duty systems whilst supporting succession planning and recruitment.

Activities to achieve the outcomes will include developing and make recommendations on formalised opportunities for enhancing relationships and complimentary ways of working across all duty systems including migration of RVDS to WT and WT to RVDS, RVDS development pathways, utilising accredited prior learning (APL), fast track to competent, WT re-engagement, enhancing and supporting dual contracts – uniform and support staff, exploring mixed crewing options and options to support WT non-operational roles maintenance of skills and RVDS availability.

Currently SFRS has no formalised, agreed arrangements in place for RDS migration to wholtime other than standard wholtime recruit processes and there are no formalised agreed development pathways for RVDS Ff – CM/Leader, CM/Leader – WC. The outcomes above can also be demonstrated by increasing the percentages against current recruitment of 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.

Responding Options and Solutions

The outcome aims of this project is 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.

Activities include but are not limited to presenting 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 options, station clusters, strategic stations identification, rostering and management systems – legacy Gartan/Rappel and rostering and management systems – requirements, new technologies and innovation.

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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.

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

Attraction and Recruitment Improvements

The outcomes aim of this project is 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.

Outcome activities are to scope and deliver improvements to enhance wider RVDS attraction and recruitment. This will include development of national best practice resource tool box underpinned with templates to support local attraction needs and messaging, updating website content to have RDS and VDS specific information and refreshed attraction and recruitment documentation, engagement with staff, partners & stakeholders to explore themes, issues, challenges and strengths to inform future attraction and 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.

Additional work streams involve the design, rollout and evolution of a supported RVDS pre-employment engagement programme (PEEP) 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%. 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)

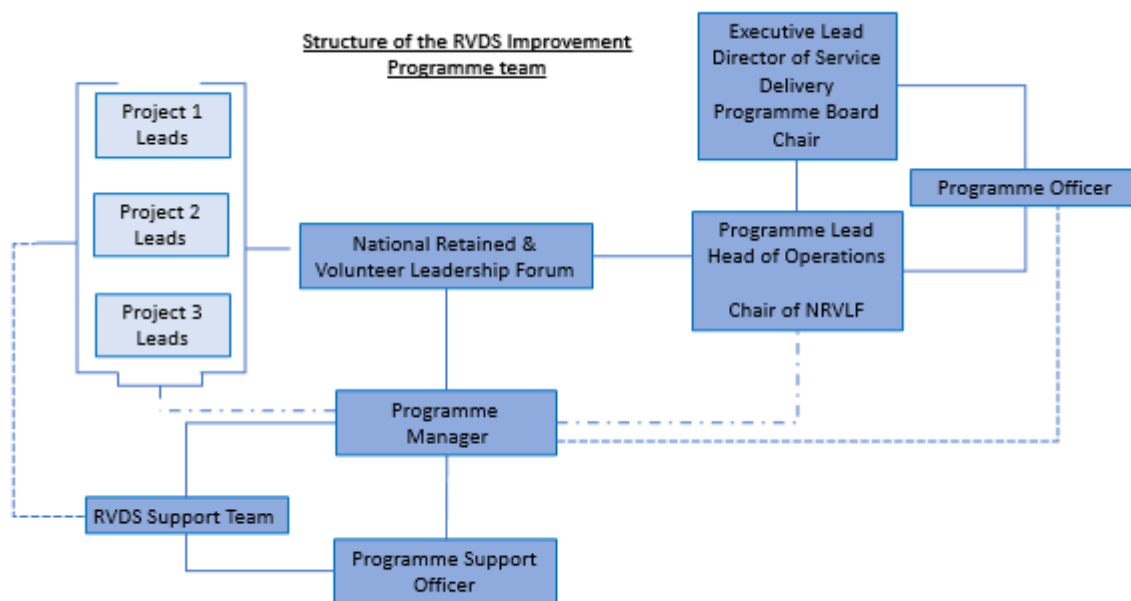
3. Resources

Successful delivery of the programme is wholly dependent on ensuring that suitable resources are available and committed for the duration of the programme.

The programme team comprises of the Director of Service Delivery who will have the role of Executive Lead with the Head of Operations appointed to take on the role of Programme Lead. The Programme Lead will be assisted by a Group Commander who will adopt a Programme Manager role. SFRS has allocated the RVDS support team having the reference to support the delivery of the RVDS Improvement Programme. A project support officer, Station Commander and two Watch Commanders operating as the RVDS Support Team will provide specific RVDS subject matter expertise and specialist support to the overall programme and identified project leads.

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

Programme team structure is provided in Diagram 2 below.



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

4. Governance

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

The RVDS Improvement Programme Team as detailed within Section 3 above will have day to day responsibility for delivery of enabling projects and will meet monthly through the National Retained and Volunteer Leadership Forum (NRVLF), chaired by the Programme Lead/RVDS Senior Responsible Officer (SRO) and reporting to the Programme Executive Sponsor. The NRVLF will facilitate strategic discussion on programme proposals and ensure that the programme continues to support the strategic ambition and objectives of the Scottish Fire and Rescue Service.

A RVDS Improvement Programme Board (RVDSIPB) will be formed and will consist of representatives from each SFRS Directorate. The Programme Board will aim to meet 2 weeks after the NRVLF, will be chaired by the RVDS Improvement Programme Executive Sponsor and will report to the Senior Management Board (SMB).

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

The Strategic Leadership Team and Change Committee both report to the full Board of the Scottish Fire and Rescue Service. An overview of the working governance structure and reporting lines is provided in Diagram 3 below.

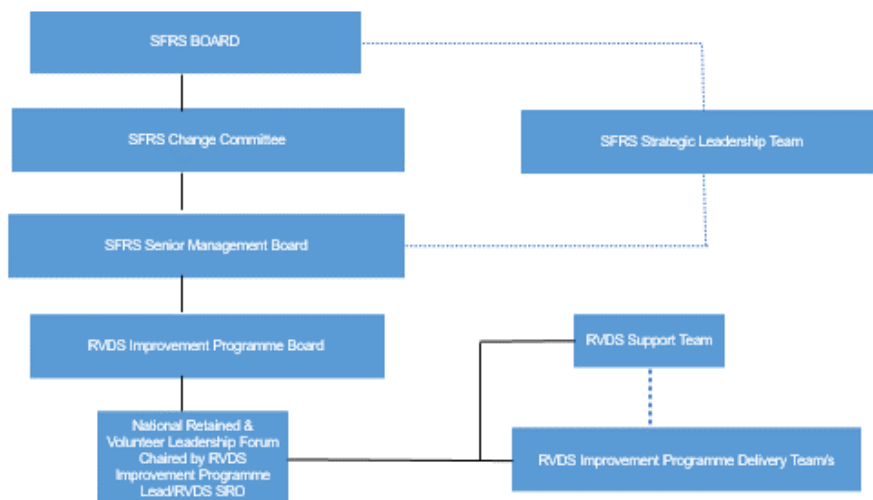


Diagram 3 – RVDS Improvement Programme Governance Structure

5. Timelines

Each one of the three individual projects forming the RVDS Improvement Programme will provide detailed timelines, some of which may be broken down into milestones and/or phases, within their respective project dossiers as and when they are produced.

High level details on the work strands, phases and timelines for each project and baseline measures are provided within the individual project dossiers supported by a detailed measurement framework.

6. Supporting Documents

- RVDS Improvement Programme – Board Terms of Reference

SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PROJECT DOSSIER

Programme Number: ST0016

Agenda Item:

Project Name:	RVDS IMPROVEMENT PROGRAMME – RESPONDING OPTIONS & DUTY SYSTEMS RELATIONSHIPS PROJECT
Project Start Date:	NOVEMBER 2021
Project Finish Date:	June 2023
Project Manager:	AC RICHIE HALL / AC RAB MIDDLEMISS
Executive Lead:	DAVID FARRIES, HEAD OF OPERATIONS
Version:	1.0
Reason for Revision:	
1	Business Need
1.1	The overarching business need for the RVDS Improvement Programme is detailed within the RVDS Project dossier refresh (Appendix RVDS Project Dossier Refresh Version 8)
1.2	This dossier will detail the refreshed and refined delivery of the RVDS Responding Options and Duty System Relationships Project, supported by the National Retained & Volunteer Leadership Forum (NRVLF) and driven forward under the strategic RVDS Improvement Programme.
1.3	This redefined approach, cognisant of work already undertaken in Phase One and during Phase Two of what was the RVDS Strategy Project, 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	Specific Project Objectives
2.1	<p>The priority objectives identified under the RVDS Responding Options and Duty System Relationships Project including outcome aim statements and timeframes for completion are:</p> <p>A) CREATING & FORMALISING RELATIONSHIPS BETWEEN ALL DUTY SYSTEMS <u>Outcome Aim Statement:</u> Maximise opportunities by utilising skills and development of personnel across all duty systems whilst supporting succession planning and recruitment. Timeframe November 2021 – March 2023</p> <p>B) RESPONDING OPTIONS & SOLUTIONS <u>Outcome Aim Statement:</u> 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 November 2021 – June 2023</p>

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2.2	Detail against each objective with associated workstreams, milestones and measures have been agreed and are detailed in sections 7,8 and 19 below:
3	Scope
3.1	The need and justification of the RVDS Responding Options and Duty System Relationships Project has been identified as a fundamental area for the Service to focus on and improve to positively impact on the agreed 6 RVDS strategy themes: <ul style="list-style-type: none"> • Contractual • Attraction • Recruitment • Competence • Retention • Policy
3.2	The business objectives of the project are provided in section 2 which includes the outcome aim statements
3.3	What is in scope of the project is detailed in section 7 Outputs
3.4	Deliverables for the project are detailed within section 8 noting that completion of the various work strands is to the point of making recommendations for the Programme Board, SMB and SLT to consider.
3.5	What is not included within the scope of the project and associated timeframes is implementation of the various recommendations
3.6	Constraints to managing and successful delivery of the project can be broadly identified as resources, time, money, scope creep and a shift in recognised risk. Understanding that these are interconnected and changes in one area will impact on other constraints.
4	Assumptions
4.1	<ul style="list-style-type: none"> • A collective agreement on standardised RDS 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 gain approval from the RVDS Improvement Programme Board and SMB on the key fundamental projects identified; the priority workstreams and SMART objectives that have been detailed to be progressed moving forward. • That required support, time 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 projects; their workstreams, SMART objectives and milestones within the defined timelines. • The scope of the project does not alter
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: <ul style="list-style-type: none"> • RVDS Contract Variables & Station Establishments Project • RVDS Attraction & Recruitment Project • Standardisation of Retained Duty System (RDS) Terms and Conditions;

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5.2	<ul style="list-style-type: none"> • 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 <p>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.</p>
6	Requirements
6.1	<p>In order for the project to progress effectively 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.</p>
6.2	<p>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.</p>
6.3	<p>The Project will require the following support:</p> <ul style="list-style-type: none"> • 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 • Management by the Project Leads • Daily support and assistance from Programme Manager & RVDS Support Team • Project Officer and Portfolio Office support • Communication and Engagement support • ICT support.
7	Outputs
7.1	<p>Outputs will come under and positively impact one or more of the 6 RVDS strategy themes:</p> <ul style="list-style-type: none"> • Contractual • Attraction • Recruitment • Competence • Retention • Policy
7.2	<p>Creating & formalising relationships between all duty systems Outcome Activities: To develop and make recommendations on formalised opportunities for enhancing relationships and complimentary ways of working across all duty systems including:</p> <ul style="list-style-type: none"> • Migration WT to RVDS, RVDS to WT • Development pathways

7.3	<ul style="list-style-type: none"> • 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 <p>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.</p> <p>Responding options and solutions 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:</p> <ul style="list-style-type: none"> • Flexible mobilisation • Station Clusters • Strategic stations identification • Rostering and management systems – legacy Gartan/Rappel • Rostering and management systems – requirements, new technologies, innovation <p>The outcomes will be shown as figures of the availability of stations compared with unavailability along with effectiveness and reliability of a national rostering management system.</p>								
8	Milestones								
	<table border="1"> <thead> <tr> <th data-bbox="279 1084 1043 1137">Milestone</th> <th data-bbox="1043 1084 1439 1137">Anticipated Delivery Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="279 1137 1043 1240"><i>Creating & formalising relationships between all duty systems:</i></td> <td data-bbox="1043 1137 1439 1240"></td> </tr> <tr> <td data-bbox="279 1240 1043 1688"> Develop and make recommendations for formalising opportunities for migration across uniformed duty systems <ul style="list-style-type: none"> • Undertake research on what has been done internally & externally • Evaluate research completed and draft potential options • Conduct consultation/engagement on potential options • Review and consider the consultation/engagement feedback • Finalise potential options and present recommendations through SFRS governance </td> <td data-bbox="1043 1240 1439 1688">August 2022</td> </tr> <tr> <td data-bbox="279 1688 1043 2027"> Develop and make recommendations on formalised opportunities for Recognition of Prior Learning (RPL), fast track to competent options, supporting re-engagement <ul style="list-style-type: none"> • Undertake research on what has been done internally & externally • Evaluate research completed and draft potential options • Conduct consultation/engagement on potential options </td> <td data-bbox="1043 1688 1439 2027">October 2022</td> </tr> </tbody> </table>	Milestone	Anticipated Delivery Date	<i>Creating & formalising relationships between all duty systems:</i>		Develop and make recommendations for formalising opportunities for migration across uniformed duty systems <ul style="list-style-type: none"> • Undertake research on what has been done internally & externally • Evaluate research completed and draft potential options • Conduct consultation/engagement on potential options • Review and consider the consultation/engagement feedback • Finalise potential options and present recommendations through SFRS governance 	August 2022	Develop and make recommendations on formalised opportunities for Recognition of Prior Learning (RPL), fast track to competent options, supporting re-engagement <ul style="list-style-type: none"> • Undertake research on what has been done internally & externally • Evaluate research completed and draft potential options • Conduct consultation/engagement on potential options 	October 2022
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<ul style="list-style-type: none"> • Review and consider the consultation/engagement feedback • Finalise potential options and present recommendations through SFRS governance 	
<p>Develop and make recommendations for increasing the uptake of dual contract opportunities, utilising uniform and support staff to support our RVDS</p> <ul style="list-style-type: none"> • Undertake research on what has been done internally & externally • Evaluate research completed and draft potential options • Conduct consultation/engagement on potential options • Review and consider the consultation/engagement feedback • Finalise potential options and present recommendations through SFRS governance 	June 2022
<p>Develop and make recommendations on formalised opportunities for utilising uniformed non-operational roles to support RVDS availability and individual's operational competence</p> <ul style="list-style-type: none"> • Undertake research on what has been done internally & externally • Evaluate research completed and draft potential options • Conduct consultation/engagement on potential options • Review and consider the consultation/engagement feedback • Finalise potential options and present recommendations through SFRS governance 	February 2023
<p>Develop and make recommendations for formalised RVDS development pathways</p> <ul style="list-style-type: none"> • Undertake research on what has been done internally & externally • Evaluate research completed and draft potential options • Conduct consultation/engagement on potential options • Review and consider the consultation/engagement feedback • Finalise potential options and present recommendations through SFRS governance 	March 2023
<p><i>Responding options and solutions</i></p>	*High dependency on CCF and PTFAS hence some elements of identified workstreams have indicative dates and time frames*
<p>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</p>	November 2021 – May 2022

	system. Scope out workload & dependences with key stakeholders such as ICT, PTFAS and Systel	
	<p>Strategic stations identification: Review existing documentation with OC</p> <p>Refresh & confirm arrangements ready for go live with new system (June 2022)</p>	<p>December 2021 – February 2022</p> <p>March – May 2022</p>
	<p>Phased Response Options Undertake research into options Scope out options from research Present options recommendations paper</p>	<p>March – June 2022</p> <p>July - November 2022</p> <p>December 2022</p>
	<p>Rostering of RVDS crews Scope out parameters and options for SFRS rostering, Engagement and consultation on options/approaches, Collate and evaluate feedback, Final options appraisals, Present recommendations to NRVLFF</p>	<p>January – June 2022</p> <p>July – October 2022</p> <p>November 2022 – Jan 2023</p> <p>January – Feb 2023</p> <p>March 2023</p>
	<p>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 NRVLFF</p>	<p>June 2022 – February 2023</p> <p>March 2023</p>
	<p>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 and recommendations paper,</p>	<p>March – October 2022</p> <p>November 2022 – February 2023</p>
	Project finish/close.	March - June 2023
9.	Dependencies	
9.1	<p>This project will be dependent and interdependent upon the following key areas of work within the SFRS:</p> <ul style="list-style-type: none"> • RVDS Contract Variables & Station Establishments Project • RVDS Attraction & Recruitment Project • 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	<p>The key project stakeholders are:</p> <ul style="list-style-type: none"> • RVDS personnel • Representative bodies • Service Delivery Directorate 	

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	<ul style="list-style-type: none"> • 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	<p>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:</p> <ul style="list-style-type: none"> • 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	<p>A communications action plan and methodology has been developed in consultation with the SFRS communications business partner who is a member of the NRVLf. Communications, aimed at key stakeholders, will support the wider SFRS change messaging.</p> <p>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.</p>
12.2	
13	Legal
13.1	<p>The project leads and programme 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 project.</p>
14	Business Case
14.1	<p>Submission date: --/--/-- Approved date: N/A Approved by: N/A Comments:</p>
15	Risks
15.1	<p>A project risk register will be produced and reviewed regularly by the project leads and programme manager. The register is reviewed formally by the NRVLf and escalated to the Improvement Programme Board if necessary.</p>
15.2	<p>Overarching risk to project delivery and completion is buy-in across internal departments married with appropriate resourcing and capacity.</p>

16	Acceptance Criteria
16.1	<p>The following criteria will be used to assess the successful delivery of the Project:</p> <ul style="list-style-type: none"> • Delivery against the defined outputs and milestones. The specific SMART objectives provide clear criteria to assess progress and success with a measurement framework identified.
17	Benefits
17.1	<p>Creating & formalising relationships between all duty systems benefits: development and recommendations on formalised opportunities for enhancing relationships and complimentary ways of working across all duty systems</p> <p>Responding options and solutions benefits: Presentation of 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 identified needs through PTFAS</p> <p>Within the project aims and outcomes there are defined measures; baseline and balancing, which will enable the project and NRVLf to clearly identify and articulate measurable benefits aligned with the defined outputs.</p>
17.2	<p>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.</p>
17.3	<p>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:</p>
17.4	<p><u>Cashable</u></p> <ul style="list-style-type: none"> • Improved financial control over RVDS models. • Improved RVDS Retention, a reduction on the current 8%. <p><u>Non-Cashable</u></p> <p>The project will seek to achieve the following benefits:</p> <ul style="list-style-type: none"> • 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	<p>Disbenefits of the Project are indicative only and listed below:</p> <ul style="list-style-type: none"> • 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, RVDS Improvement Programme Board, Senior Management Board and Change Committee.
19.2	<p>Within the project aims and outputs there are defined milestones. The following statements give a baseline position which provide the specific areas of focus for change, improvement and recommendations for the project:</p> <p>Creating & formalising relationships between all duty systems:</p> <ul style="list-style-type: none"> • No innovative approaches for our RVDS to support <i>our</i> current and future Wholetime requirements against our Target Operating Model. • There are no additional options for our RVDS to support Wholetime succession planning, informed by our Target Operating Model, other than through the external wholetime recruitment application process. • Create the opportunities and environment to encourage our existing workforce to undertake dual contracts with SFRS as their primary employer. • Currently there are no formalised, agreed arrangements in place for RDS migration to wholetime other than standard wholetime recruit processes • There are currently no formalised agreed development pathways for RVDS Ff to CM/Deputy Leader, CM/Deputy Leader to WC/Leader <p>Responding options and solutions:</p> <ul style="list-style-type: none"> • Make recommendations on new ways of integrating duty systems and responding options that will enhance operational availability. • There is currently no robust and intuitive National Target Operating Model for our RVDS to better inform our confidence levels, resilience and targeted recruitment needs. • There are reliability and functionality concerns of legacy roster management systems and their continued functionality with new Operations Control mobilising and management systems.
20	Project Tolerances
20.1	The main tolerances identified are internal stakeholder's ability to resource and timescales.
20.2	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 RVDS Improvement Programme. The overall completion of the RVDS project was originally March and then extended to June 2023.
21	Project Management Team Structure
21.1	Executive Lead Project Leads Programme Manager Programme Officer
22	Project Role Descriptions
22.1	<ul style="list-style-type: none"> • 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;

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	<ul style="list-style-type: none"> The Project Leads are responsible for leading progression of the project ensuring project milestones and objectives are met. The Project Manager will report to the Executive Lead; The Programme Manager is responsible for supporting and assisting the Project Leads with the day-to-day management of the project. The Programme 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 project groups and working groups meetings are of the same frequency as a minimum to provide appropriate and timely updates.	
24	Equality Impact Assessment	
24.1	The Programme Manager is liaising with the Equality and Diversity (E&D) function now that a specific EIA is required rather than included under the original overarching RVDS Strategy Project EIA following the introduction of the RVDS Improvement Programme. 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 Programme Manager is liaising with the Information & Governance function now that a specific DPIA is required rather than included under the original overarching RVDS Strategy Project EIA following the introduction of the RVDS Improvement Programme. Once approved this will be reviewed on a regular basis.	
26	Appendices/Further Reading	
26.1	RVDS Project Dossier Refresh Version 8 NRVLF Terms of Reference RVDS Support Team Terms of Reference	
Prepared by:	AC Richie Hall, AC Rab Middlemiss, GC Gavin Hammond	
Sponsored by:	DACO David Farries, Head of Operations	
Presented by:		
Links to Strategy		
Scottish Fire and Rescue Service Strategic Plan 2019-22		
<i>Strategic Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.</i>		
<ul style="list-style-type: none"> <i>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.</i> <i>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.</i> <i>Objective 2.3 - We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies</i> 		
Governance Route for Report	Meeting Date	Comment
RVDS Improvement Programme Board	1 December 2021	Agreed
Senior Management Board	15 December 2021	Approved
Change Committee	3 February 2021	For Scrutiny



PROJECT DOSSIER

Programme Number: ST0016

Agenda Item:

Project Name:	RVDS IMPROVEMENT PROGRAMME – RVDS ATTRACTION & RECRUITMENT IMPROVEMENTS PROJECT
Project Start Date:	NOVEMBER 2021
Project Finish Date:	April 2023
Project Manager:	AC IAIN MACLEOD / AC JASON SHARP
Executive Lead:	DAVID FARRIES, HEAD OF OPERATIONS
Version:	1.0
Reason for Revision:	
1	Business Need
1.1	The overarching business need for the RVDS Improvement Programme is detailed within the RVDS Project dossier refresh (Appendix RVDS Project Dossier Refresh Version 8)
1.2	This dossier will detail the refreshed and refined delivery of the RVDS Attraction and Recruitment Project, supported by the National Retained & Volunteer Leadership Forum (NRVLF) and driven forward under the strategic RVDS Improvement Programme.
1.3	This redefined approach, cognisant of work already undertaken in Phase One and during Phase Two of what was the RVDS Strategy Project, 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	Specific Project Objectives
2.1	The priority objective identified under the RVDS Attraction and Recruitment Improvements Project; including outcome aim statement and timeframes for completion are: A) ATTRACTION AND RECRUITMENT IMPROVEMENTS <u>Outcome Aim Statement:</u> To promote and enhance the Service's ability to attract and recruit potential candidates to the role of RVDS firefighter whilst redesigning and refining our processes whilst improving and enhancing the candidates experience. Timeframe November 2021 – February 2023
2.2	Detail against each objective output with associated workstreams, milestones and measures have been agreed and are detailed in sections 7,8 and 19 below:

3	Scope
3.1	<p>The need and justification of the RVDS Attraction and Recruitment Improvements Project has been identified as a fundamental area for the Service to focus on and improve to positively impact on the agreed 6 RVDS strategy themes:</p> <ul style="list-style-type: none"> • Contractual • Attraction • Recruitment • Competence • Retention • Policy
3.2	The business objectives of the project are provided in section 2 which includes the outcome aim statements
3.3	What is in scope of the project is detailed in section 7 Outputs
3.4	Deliverables for the project are detailed within section 8 noting that completion of the various work strands is to the point of making recommendations for the Programme Board, SMB and SLT to consider.
3.5	What is not included within the scope of the project and associated timeframes is implementation of the various recommendations
3.6	Constraints to managing and successful delivery of the project can be broadly identified as resources, time, money, scope creep and a shift in recognised risk. Understanding that these are interconnected and changes in one area will impact on other constraints.
4	Assumptions
4.1	<ul style="list-style-type: none"> • A collective agreement on standardised RDS 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 gain approval from the RVDS Improvement Programme Board and SMB on the key fundamental projects identified; the priority workstreams and SMART objectives that have been detailed to be progressed moving forward. • That required support, time 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 projects; their workstreams, SMART objectives and milestones within the defined timelines. • The scope of the project does not alter
5	Exclusions/Interdependencies
5.1	<p>The following areas are considered as separate projects in their own right and are therefore excluded from the scope of this project:</p> <ul style="list-style-type: none"> • RVDS Contract Variables & Station Establishments Project • RVDS Duty System Relationships & Responding Options 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)

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5.2	<ul style="list-style-type: none"> • Continuous Improvement Project (Training Review) • Safe and Well Project; <p>Elements of these projects will, however, inform and will in time require consideration as part of the ongoing RVDS Improvement Programme.</p> <p>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.</p>
6	Requirements
6.1	<p>In order for the project to progress effectively 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.</p>
6.2	<p>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.</p>
6.3	<p>The Project will require the following support:</p> <ul style="list-style-type: none"> • 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 • Management by the Project Leads; • Daily support and assistance from Programme Manager & RVDS Support Team • Project Officer and Portfolio Office support; • Communication and Engagement support; • ICT support.
7	Outputs
7.1	<p>Outputs will come under and positively impact one or more of the 6 RVDS strategy themes:</p> <ul style="list-style-type: none"> • Contractual • Attraction • Recruitment • Competence • Retention • Policy
7.2	<p>RVDS Attraction and Recruitment Improvements Project; Scope, recommend and deliver improvements to enhance wider RVDS attraction and recruitment.</p> <p>Output Activities:</p> <ul style="list-style-type: none"> • Develop national best practice resource toolbox underpinned with templates to support local attraction needs and messaging. • Updating and maintain website content to have RDS & VDS specific information • Engagement with staff, partners & stakeholders to explore themes, issues, challenges and strengths to inform future attraction & recruitment approaches both nationally and locally • Develop opportunities to establish recruitment officers/champions • Develop a preferred option to re-brand our RVDS to aid and support our ability to attract and recruit

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	<ul style="list-style-type: none"> Review, redesign and implement changes to processes to maximise recruitment prospects in local areas Design, rollout and evolve a supported RVDS pre-employment engagement programme (PEEP) to enhance the candidate experience and recruitment success rates. Building in opportunities for the PEEP to streamline recruitment processes and future development of candidates. 												
8	Milestones												
	<table border="1"> <thead> <tr> <th>Milestone</th> <th>Anticipated Delivery Date</th> </tr> </thead> <tbody> <tr> <td>Develop a preferred option to re-brand our RVDS to aid and support our ability to attract and recruit and present recommendations through SFRS governance</td> <td>November 2021 – March 2022</td> </tr> <tr> <td>Review, redesign and implement changes to processes to maximise recruitment prospects in local areas Understand current RVDS recruitment processes and requirements (“as is”) Re-design, develop and refine RVDS recruitment processes and requirements, Present recommendations of identified redesign and improvements to our recruitment processes and requirements Implement agreed recommendations</td> <td>August – November 2021 December 2021 – March 2022 April 2022 May – September 2022</td> </tr> <tr> <td>Develop national best practice RVDS attraction and recruitment media toolbox including templates to support local attraction and recruitment needs and messaging. Scoping with stakeholders via RVDS Support Team Design templates, feedback processes, agree communication mechanisms & hosting Recommendations to NRVLf Tool Box launch</td> <td>November– December 2021 January – March 2022 April 2022 May - July 2022</td> </tr> <tr> <td>SFRS website content to have RDS & VDS specific information and redesigned attraction & recruitment documentation Review, engage and redesign current attraction and recruitment documentation Evaluate feedback and redesign documents supported by Comms Work with graphics for finalising look & feel Present redesigned material to NRVLf for approval Service wide promotion of new material/documents including social media</td> <td>November 2021 December 2021 January 2022 February 2022 March 2022</td> </tr> <tr> <td>Engagement with staff, partners and stakeholders to explore themes, issues, challenges and strengths to inform future attraction & recruitment approaches both nationally and locally</td> <td></td> </tr> </tbody> </table>	Milestone	Anticipated Delivery Date	Develop a preferred option to re-brand our RVDS to aid and support our ability to attract and recruit and present recommendations through SFRS governance	November 2021 – March 2022	Review, redesign and implement changes to processes to maximise recruitment prospects in local areas Understand current RVDS recruitment processes and requirements (“as is”) Re-design, develop and refine RVDS recruitment processes and requirements, Present recommendations of identified redesign and improvements to our recruitment processes and requirements Implement agreed recommendations	August – November 2021 December 2021 – March 2022 April 2022 May – September 2022	Develop national best practice RVDS attraction and recruitment media toolbox including templates to support local attraction and recruitment needs and messaging. Scoping with stakeholders via RVDS Support Team Design templates, feedback processes, agree communication mechanisms & hosting Recommendations to NRVLf Tool Box launch	November– December 2021 January – March 2022 April 2022 May - July 2022	SFRS website content to have RDS & VDS specific information and redesigned attraction & recruitment documentation Review, engage and redesign current attraction and recruitment documentation Evaluate feedback and redesign documents supported by Comms Work with graphics for finalising look & feel Present redesigned material to NRVLf for approval Service wide promotion of new material/documents including social media	November 2021 December 2021 January 2022 February 2022 March 2022	Engagement with staff, partners and stakeholders to explore themes, issues, challenges and strengths to inform future attraction & recruitment approaches both nationally and locally	
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	Internal workshops – scoping how to encourage partners support,	March 2022
	Strategy paper based on workshop outcomes to NRVLf	April 2022
	Define processes and policies for capturing & updating primary employer details	May – August 2022
	Target identified partners & engage via workshops	July – August 2022
	Outcomes paper to NRVLf	September 2022
	Internal RVDS workshops looking at & scoping primary employer’s engagement approaches	October 2022
	Strategy paper based on workshop outcomes with recommendations to NRVLf	December 2022
	Design, rollout and evolve a supported RVDS pre-employment engagement programme (PEEP) to enhance the candidate experience and recruitment success rates. Building in opportunities for the PEEP to streamline recruitment processes and future development of candidates	
	Roll out and imbedding of RVDS PEEP Phase One nationally	November 2021-January 2022
	Through the Local Solutions Task & Finish Group agree development of Phase Two, identify and coordinate Phase Two trials	November 2021 – February 2022
	Evaluate Phase Two trials and make recommendations for national implementation of evolved PEEP	February – April 2022
	Further develop the programme building in opportunities to provide additional options to local areas in support of the RVDS recruitment processes up to and including requirements of trainee firefighters	May – October 2022
	Evaluate additional trials and make recommendations for national implementation of evolved PEEP	November 2022 – February 2023
	Project finish/close.	February 2023 – April 2023
9.	Dependencies	
9.1	This project will be dependent and interdependent upon the following key areas of work within the SFRS: <ul style="list-style-type: none"> • RVDS Contract Variables & Station Establishments Project • RVDS Duty System Relationships & Responding Options Project • 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 	

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	<ul style="list-style-type: none"> • TSA Continuous Improvement Plan • Command and Control Futures Project • People, Training, Finance and Asset Systems Programme • ICT • Communications & Engagement
10.	Stakeholders
10.1	<p>The key project stakeholders are:</p> <ul style="list-style-type: none"> • 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	<p>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:</p> <ul style="list-style-type: none"> • 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	<p>A communications action plan and methodology has been developed in consultation with the SFRS communications business partner who is a member of the NRVLf. Communications, aimed at key stakeholders, will support the wider SFRS change messaging.</p>
12.2	<p>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.</p>
13	Legal
13.1	<p>The project leads and programme 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 project.</p>
14	Business Case
14.1	<p>Submission date: --/--/-- Approved date: N/A Approved by: N/A Comments:</p>

15	Risks
15.1	A project risk register will be produced and reviewed regularly by the project leads and programme manager. The register is reviewed formally by the NRVLF and escalated to the Improvement Programme Board if necessary.
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: <ul style="list-style-type: none"> • Delivery against the defined outputs and milestones. The specific SMART objectives provide clear criteria to assess progress and success with a measurement framework identified.
17	Benefits
17.1	Benefits Statement: To promote and enhance the Service's ability to attract and recruit potential candidates to the role of RVDS firefighter, redesigning and refining our processes whilst improving and enhancing the candidates' experience.
17.2	Within the project aims and outcomes there are defined measures; baseline and balancing, which will enable the project and NRVLF to clearly identify and articulate measurable benefits aligned with the defined outputs.
17.3	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.
17.4	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: <p><u>Cashable</u></p> <ul style="list-style-type: none"> • Improved financial control over RVDS models. • Improved RVDS Retention, a reduction on the current 8%. <p><u>Non-Cashable</u></p> <p>The project will seek to achieve the following benefits:</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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, RVDS Improvement Programme Board, Senior Management Board and Change Committee.
19.2	<p>Within the project aims and outputs there are defined milestones. The following statements give a baseline position which provide the specific areas of focus for change, improvement and recommendations for the project:</p> <p>Baseline Measures:</p> <ol style="list-style-type: none"> 1. There is currently no robust and intuitive National Target Operating Model for our RVDS to better inform our confidence levels, resilience and targeted recruitment needs. 2. Propose and create innovative approaches to enable the Service to improve its ability to attract and recruit potential RVDS candidates recognising the finite recruitment pool due to role and contract requirements. 3. Explore options and make recommendations on how as a Service we can maximise the number of potential candidates progressing from application to contract offer (“On Boarding”).
20	Project Tolerances
20.1	The main tolerances identified are internal stakeholder’s ability to resource and timescales. These are interconnected with other constraints identified under the scope of the project
20.2	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 RVDS Improvement Programme. The overall completion of the RVDS project was originally March and then extended to June 2023.
21	Project Management Team Structure
21.1	Executive Lead Project Leads Programme Manager Programme Officer
22	Project Role Descriptions
22.1	<ul style="list-style-type: none"> • 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 Leads are responsible for leading progression of the project ensuring project milestones and objectives are met. The Project Manager will report to the Executive Lead; • The Programme Manager is responsible for supporting and assisting the Project Leads with the day to day management of the project. The Programme 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 project team and working groups meetings are of the same frequency as a minimum to provide appropriate and timely updates.

24	Equality Impact Assessment		
24.1	The Programme Manager is liaising with the Equality and Diversity (E&D) function now that a specific EIA is required rather than included under the original overarching RVDS Strategy Project EIA following the introduction of the RVDS Improvement Programme. 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 Programme Manager is liaising with the Information & Governance function now that a specific DPIA is required rather than included under the original overarching RVDS Strategy Project EIA following the introduction of the RVDS Improvement Programme. Once approved this will be reviewed on a regular basis.		
26	Appendices/Further Reading		
26.1	RVDS Project Dossier Refresh Version 8 NRVLf Terms of Reference RVDS Support Team Terms of Reference		
Prepared by:	AC Iain Macleod, AC Jason Sharp, GC Gavin Hammond		
Sponsored by:	DACO David Farries, Head of Operations		
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Links to Strategy			
<p>Scottish Fire and Rescue Service Strategic Plan 2019-22 <i>Strategic Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.</i></p> <ul style="list-style-type: none"> • <i>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.</i> • <i>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.</i> • <i>Objective 2.3 - We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies</i> 			
Governance Route for Report		Meeting Date	Comment
RVDS Improvement Programme Board		1 December 2021	Agreed
Senior Management Board		15 December 2021	Approved
Change Committee		3 February 2021	For Scrutiny



PROJECT DOSSIER

Programme Number: ST0016

Agenda Item:

Project Name:	RVDS IMPROVEMENT PROGRAMME – RVDS VARIABLE CONTRACT OPTIONS & RVDS STATION ESTABLISHMENTS PROJECT
Project Start Date:	NOVEMBER 2021
Project Finish Date:	June 2023
Project Manager:	DEPUTY HEAD POD RACHAEL SCOTT, AC DAVID SHARP & AC CRAIG McGOLDRICK
Executive Lead:	DAVID FARRIES, HEAD OF OPERATIONS
Version:	1.0
Reason for Revision:	
1	Business Need
1.1	The overarching business need for the RVDS Improvement Programme is detailed within the RVDS Project dossier refresh (Appendix RVDS Project Dossier Refresh Version 8)
1.2	This accompanying dossier details the refreshed and refined delivery of the RVDS Variable Contract Options and RVDS Station Establishments Project, driven forward under the strategic RVDS Improvement Programme.
1.3	This redefined approach, cognisant of work already undertaken in Phase One and Phase Two of the RVDS Strategy Project, identifies and creates 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	Specific Project Objectives
2.1	<p>The priority objectives identified under the RVDS Variable Contract Options and RVDS Station Establishments Project including outcome aim statements and overall timeframes for completion are:</p> <p>A) VARIABLE CONTRACT OPTIONS</p> <p><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 the Services' ability to manage appliance availability whilst positively impacting on our ability to attract, recruit and retain RVDS firefighters Timeframe November 2021 – March 2023</p>

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2.2	<p>B) RVDS STATION ESTABLISHMENTS</p> <p><u>Outcome Aim Statement:</u> For SFRS to have appropriate RVDS establishment levels in place to support the ability to improve availability of our RVDS appliances and better inform our recruitment needs. Timeframe November 2021 – March 2023</p> <p>Detail against each objective with associated workstreams, milestones and measures have been agreed and are detailed in sections 7,8 and 19 below.</p>
3	Scope
3.1	<p>The need and justification of the RVDS Variable Contract Options and RVDS Station Establishments Project has been identified as a fundamental area for the Service to focus on and improve to positively impact on the agreed 6 RVDS strategic themes:</p> <ul style="list-style-type: none"> • Contractual • Attraction • Recruitment • Competence • Retention • Policy
3.2	<p>The business objectives of the project are provided in section 2 which includes the outcome aim statements. In broad terms the scope of this specific project includes remuneration arrangements, contractual arrangements and associated contractual terms, and authorised station establishment levels for RVDS.</p>
3.3	<p>What is in scope of the project is detailed in section 7 Outputs</p>
3.4	<p>Deliverables for the project are detailed within section 8 noting that completion of the various work strands is to the point of making recommendations for the Programme Board, SMB and SLT to consider.</p>
3.5	<p>The scope of the project does not include collective bargaining which will be required to be undertaken to achieve agreed changes to contractual terms, conditions and pay arrangements, or subsequent implementation arrangements of the revised terms.</p>
3.6	<p>Constraints to managing and successful delivery of the project can be broadly identified as resources, time, money, interdependent projects and workstreams, scope creep and a shift in recognised risk. Understanding that these are interconnected and changes in one area will impact on other constraints.</p>
4	Assumptions
4.1	<ul style="list-style-type: none"> • A collective agreement on standardised RDS 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 gain approval from the RVDS Improvement Programme Board and SMB on the key fundamental projects identified; the priority workstreams and SMART objectives that have been detailed to be progressed moving forward. • That required support, time 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 projects, their workstreams, SMART objectives and milestones within the defined timelines. • The scope of the project does not alter

5	Exclusions/Interdependencies
5.1	<p>The following areas are considered as separate projects in their own right and are therefore excluded from the scope of this project:</p> <ul style="list-style-type: none"> • RVDS Attraction & Recruitment Project • RVDS Duty System Relationships & Responding Options 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	<p>Elements of these projects will, however, inform and require consideration as part of the ongoing RVDS Improvement Programme.</p>
5.3	<p>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.</p>
6	Requirements
6.1	<p>In order for the project to progress effectively 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.</p>
6.2	<p>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.</p>
6.3	<p>The Project will require the following support:</p> <ul style="list-style-type: none"> • 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 • Management by the Project Leads • Daily support and assistance from Programme Manager & RVDS Support Team • Project Officer and Portfolio Office support • Communication and Engagement support • ICT support.
7	Outputs
7.1	<p>Outputs will come under and positively impact one or more of the 6 RVDS strategy themes:</p> <ul style="list-style-type: none"> • Contractual • Attraction • Recruitment • Competence • Retention

<p>7.2</p> <p>7.3</p> <p>7.4</p>	<ul style="list-style-type: none"> • Policy <p>Variable Contract Options 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 enhances the Services' ability to manage and improve appliance availability:</p> <ul style="list-style-type: none"> • Revised remuneration options and arrangements • 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 or being dismissed for contractual availability reasons <p>Collective outcomes from this will be demonstrated by appliance availability linked directly with station establishment figures.</p> <p>RVDS Station Establishments Outcome Activities: Revised Target Operating Model's (TOM)/Station establishment approach based on Service needs which will allow a clearer understanding and enable robust monitoring of;</p> <ul style="list-style-type: none"> • 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 <p>Analysis of which will support the programming of recruitment activity and will identify areas that require a priority targeted recruitment approach. Outcomes from this will be demonstrated in number of personnel figures against the determined target operating model/s.</p> <p>Develop a SFRS flexible approach with a range of methodologies for consideration and agreement, to provide RVDS establishment figures, taking cognisance of:</p> <ul style="list-style-type: none"> • 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 mobilisation time requirements – local impact assessments 																		
<p>8</p>	<table border="1"> <thead> <tr> <th data-bbox="279 1608 1045 1641">Milestones</th> <th data-bbox="1045 1608 1444 1641">Anticipated Delivery Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="279 1641 1045 1709">Milestone</td> <td data-bbox="1045 1641 1444 1709"></td> </tr> <tr> <td data-bbox="279 1709 1045 1731">Variable Contract Options:</td> <td data-bbox="1045 1709 1444 1731"></td> </tr> <tr> <td data-bbox="279 1731 1045 1816">Review previous options explored as well as further research, benchmark and analysis of remuneration options and flexible solutions.</td> <td data-bbox="1045 1731 1444 1816">November 2021 – June 2022</td> </tr> <tr> <td data-bbox="279 1816 1045 1850">Develop and Define recommendations</td> <td data-bbox="1045 1816 1444 1850">July – September 2022</td> </tr> <tr> <td data-bbox="279 1850 1045 1917">Finalise potential options and present recommendations through SFRS governance</td> <td data-bbox="1045 1850 1444 1917">October - November 2022</td> </tr> <tr> <td data-bbox="279 1917 1045 1951">Present recommendations to SLT for decision</td> <td data-bbox="1045 1917 1444 1951">December 2022</td> </tr> <tr> <td data-bbox="279 1951 1045 1984"></td> <td data-bbox="1045 1951 1444 1984"></td> </tr> <tr> <td data-bbox="279 1984 1045 2027"></td> <td data-bbox="1045 1984 1444 2027"></td> </tr> </tbody> </table>	Milestones	Anticipated Delivery Date	Milestone		Variable Contract Options:		Review previous options explored as well as further research, benchmark and analysis of remuneration options and flexible solutions.	November 2021 – June 2022	Develop and Define recommendations	July – September 2022	Finalise potential options and present recommendations through SFRS governance	October - November 2022	Present recommendations to SLT for decision	December 2022				
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	RVDS Station Establishments	
	Provide and present an initial examples and options paper for consideration and decision for progression	November 2021
	Review current methodologies as well as further research, benchmarking and analysis of station establishment approaches that are cost effective and flexible being cognisant of the local communities	December 2021 – May 2022
	Develop and Define recommendations	June – August 2022
	Finalise potential options and present recommendations through SFRS governance via NRVLf, Programme Board & SMB	September - November 2022
	Present recommendations to SLT for decision via Programme Board	December 2022
	Project finish/close.	January - March 2023
9.	Dependencies	
9.1	<p>This project will be dependent and interdependent upon the following key areas of work within the SFRS:</p> <ul style="list-style-type: none"> • RVDS Duty System Relationships & Responding Options Project • RVDS Attraction & Recruitment Project • Standardisation of RDS Terms and Conditions • Standardisation of VDS Terms and Conditions • Demand Based Duty System Project • Station and Appliance Review Project • Safe and Well Project • TSA Continuous Improvement Programme • Command and Control Futures Project • People, Training, Finance and Asset Systems Programme • ICT • Communications & Engagement 	
10.	Stakeholders	
10.1	<p>The key project stakeholders are:</p> <ul style="list-style-type: none"> • 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	<p>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:</p> <ul style="list-style-type: none"> • LSO/SDA RVDS Forums • SDA Management Teams & Practitioners Forum • Local Engagement sessions • Retained & Volunteer National SharePoint site and iHub • MS Teams • Bespoke surveys 	

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12	Communications
12.1	A communications action plan and methodology has been developed in consultation with the SFRS communications business partner who is a member of the NRVLF. 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 leads and programme 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 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 will be produced and reviewed regularly by the project leads and programme manager. The register is reviewed formally by the NRVLF and escalated to the Improvement Programme Board if necessary.
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: <ul style="list-style-type: none"> • Delivery against the defined outputs and milestones. The specific SMART objectives provide clear criteria to assess progress and success with a measurement framework identified.
17	Benefits
17.1	Variable Contract Options benefits: 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 the Services' ability to manage appliance availability whilst positively impacting on our ability to attract, recruit and retain RVDS firefighters Station Establishments benefits: To support the Services' ability to improve availability of our RVDS appliances and better inform our recruitment needs. Outcomes from this will be demonstrated in number of personnel figures against the determined target operating model/s.
17.2	Within the project aims and outcomes there are defined measures; baseline and balancing, which will enable the project and NRVLF to clearly identify and articulate measurable benefits aligned with the defined outputs.

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17.3	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.
17.4	<p>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:</p> <p><u>Cashable</u></p> <ul style="list-style-type: none"> • Improved financial control over RVDS models. • Improved RVDS Retention, a reduction on the current 8% per annum. <p><u>Non-Cashable</u></p> <p>The project will seek to achieve the following benefits:</p> <ul style="list-style-type: none"> • 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	<p>Disbenefits of the Project are indicative only and listed below:</p> <ul style="list-style-type: none"> • 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, RVDS Improvement Programme Board, Senior Management Board and Change Committee.
19.2	<p>Within the project aims and outputs there are defined milestones. The following statements give a baseline position which provide the specific areas of focus for change, improvement and recommendations for the project:</p> <p>Variable Contract Options:</p> <ul style="list-style-type: none"> • Current RVDS contract options (NJC Grey Book terms and conditions) are restricted to 2 limiting banded options, over 120 hours or 90 to 119 hours of availability per week, which provide no flexibility for current or potential employees which is impacting on our ability to attract, recruit and retain RVDS firefighters • There is currently no robust and intuitive National Target Operating Model for our RVDS to better inform our confidence levels, resilience and targeted recruitment needs. • As a Service we are experiencing more people leaving the RVDS than we are able to attract and recruit. Feedback from leavers and the last SFRS staff survey evidences that inflexibility in terms of availability expectations to be a primary reason for leaving.

	<ul style="list-style-type: none"> • Make recommendations on new ways of integrating duty systems and responding options that will enhance our operational availability • Create the opportunities and environment to encourage our existing workforce to undertake dual contracts with SFRS as their primary employer <p>Station Establishments:</p> <ul style="list-style-type: none"> • There is currently no robust and intuitive National Target Operating Model for our RVDS to better inform our confidence levels, resilience and targeted recruitment needs. • As a Service we are experiencing more people leaving the RVDS than we are able to attract and recruit. Feedback from leavers and the last SFRS staff survey evidences that inflexibility in terms of availability expectations to be a primary reason for leaving. • Make recommendations on new ways of integrating duty systems and responding options that will enhance RVDS appliance availability
20	Project Tolerances
20.1	The main tolerances identified are internal stakeholder's ability to resource and timescales.
20.2	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 RVDS Improvement Programme. The overall completion of the RVDS project was originally March and then extended to June 2023.
21	Project Management Team Structure
21.1	Executive Lead Project Leads Programme Manager Programme Officer
22	Project Role Descriptions
22.1	<ul style="list-style-type: none"> • 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 Leads are responsible for leading progression of the project ensuring project milestones and objectives are met; • The Programme Manager is responsible for supporting and assisting the Project Leads with the day-to-day management of the project. The Programme 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 project groups and working groups meetings are of the same frequency as a minimum to provide appropriate and timely updates
24	Equality Impact Assessment
24.1	The Programme Manager is liaising with the Equality and Diversity (E&D) function now that a specific EIA is required rather than included under the original overarching RVDS Strategy Project EIA following the introduction of the RVDS Improvement Programme. The EIA will be reviewed as a live document on a regular basis.

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25	Privacy Impact Assessment		
25.1	The Programme Manager is liaising with the Information & Governance function now that a specific DPIA is required rather than included under the original overarching RVDS Strategy Project EIA following the introduction of the RVDS Improvement Programme. Once approved this will be reviewed on a regular basis.		
26	Appendices/Further Reading		
26.1	RVDS Project Dossier Refresh Version 8 NRVLF Terms of Reference RVDS Support Team Terms of Reference		
Prepared by:	Deputy Head POD Rachael Scott, AC David Sharp, AC Craig McGoldrick, GC Gavin Hammond		
Sponsored by:	DACO David Farries, Head of Operations		
Presented by:			
Links to Strategy			
<p>Scottish Fire and Rescue Service Strategic Plan 2019-22 <i>Strategic Outcome 2 - Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.</i></p> <ul style="list-style-type: none"> • <i>Objective 2.1</i> - 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. • <i>Objective 2.2</i> - 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. • <i>Objective 2.3</i> - We will maintain a strong presence across Scotland to help communities prepare for and recover from emergencies 			
Governance Route for Report		Meeting Date	Comment
RVDS Improvement Programme Board		1 December 2021	Agreed
Senior Management Board		15 December 2021	Approved
Change Committee		3 February 2021	For Scrutiny

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



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Report No: C/CC/02-22

Agenda Item: 8.2

Report to:	CHANGE COMMITTEE						
Meeting Date:	3 FEBRUARY 2022						
Report Title:	PEOPLE, TRAINING, FINANCE & ASSET SYSTEMS PROGRAMME UPDATE						
Report Classification:	For Scrutiny	<p style="text-align: center;">Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></p>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	To provide a written update to the Change Committee (CC) on the progress with the People, Training, Finance and Assets 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 and Training and Finance and 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. 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 is currently made up of four Projects: <ul style="list-style-type: none"> • 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.						
3	Main Report/Detail						
3.1	In the last reporting period the two Projects which are currently active within the PTFAS Programme are the People, Payroll and Finance and the Rostering Projects.						
3.2	The People, Payroll and Finance Project has continued to have a strong focus on stakeholder engagement throughout the Service; over 60 workshops have been held in total to understand challenges and pain points which will in turn feed into the Business Case and Statement of Requirements. All the required engagement workshops with back office teams in the POD, Finance and Training Directorate have taken place and the focus is now on engagement with the Service Delivery Directorate to understand their challenges and pain points.						

3.3	The first of these engagement sessions took place face to face at Inverness Fire Station in November, however, increased Covid restrictions required subsequent engagement to be held remotely. 11 workshops have been held to date with Service Delivery teams, with a further 8 to be held across all SDAs, speaking directly to wholetime, Retained/Volunteer Duty System (RVDS), Operational Control and Prevention and Protection personnel.
3.4	<p>Consistent themes are coming from these workshops with the top five takeaways being:</p> <ol style="list-style-type: none"> 1) Make processes simpler e.g. fewer authorisation levels and make them more integrated with other processes 2) Future systems must be intuitive and easy to use e.g. make ordering stock items as simple as possible 3) Future systems must be integrated so there is no need to enter data repeatedly or maintain local workarounds 4) There is a willingness to use personal devices for non-operational activities 5) Personal data should be more visible to end users e.g. development plans
3.5	Market engagement with potential suppliers has also taken place with 6 separate demonstrations taking place over December and January. As Scottish Fire and Rescue Service (SFRS) already has a Best of Breed approach with separate People and Finance systems, the focus has been on demonstration of Enterprise Resource Planning (ERP) solutions which provide a single solution for both People and Finance. The demonstrations have specifically targeted those areas where stakeholder engagement is highlighting a potential degree of differentiation from industry standards e.g. multiple contract positions. The key learning from this has been that off the shelf ERP solutions should accommodate our requirements.
3.6	Further market engagement is now being planned to deeper dive Learning and Training functionality of these solutions with a view to establishing the scope of Training processes that could be accommodated by the People modules of an ERP solution.
3.7	The development of the Business Case for the People, Payroll and Finance Project is now in its final stages. The draft Outline Business Case is being populated with a range of costs for a short list of solution types – do nothing, Tier 1 ERP, Tier 2 ERP and Best of Breed. The relative benefits of each is also being documented and financial savings being calculated. A central theme of the outline Business Case will be that, although current system costs are low, there are significant costs to the Service elsewhere from manually managing existing processes.
3.8	The Statement of Requirements is also in its final stages of development and regular sessions with Moore Insight are taking place to ensure that the document closely aligns to the information gathered through the internal workshops.
3.9	A Scottish Government Digital Assurance Office Business Justification gateway review is scheduled to take place in February. The purpose of the gateway review is to ensure that the basis for starting the Project is sound, that it is addressing user needs and has a robust Outline Business Case. Internal interviewees have been identified and will be coached through the process.
3.10	The Rostering Project is now being formally initiated following the creation of the Project Brief. Consistent with the other Projects in the PTFAS Programme, the objectives outlined in the Brief focus on the need to implement new ways of working that are underpinned by new applications. These applications need to be more closely integrated not only into the applications that are being delivered elsewhere in the PTFAS Programme but with the wider ecosystem of existing SFRS applications. Consideration will also be given to the future applications being implemented by other Projects within the Service such as Command and Control Futures.

3.11	The Rostering Project is following a similar approach to the People, Payroll & Finance Project with the nomination of a Project Executive to oversee the delivery of the Project outputs and the appointment of a Project Manager to manage the day to day steps to achieve those outputs. A Business Case specifically for the Rostering Project will be developed and in due course a Statement of Requirements that can be used in a Procurement process will be written.
3.12	The Rostering Project Manager joined the Service on the 5 th of January and has been tasked with developing an overall Project Plan. Engagement with peer organisations is arranged for January and desk based research is reviewing the market for rostering solutions before a Prior Information Notice (PIN) is issued signalling the start of more formal market engagement with potential suppliers.
3.13	As with the People, Payroll and Finance Project, stakeholder engagement will feature heavily in the Rostering Project. An initial list of stakeholders has been identified in the Project Brief and this will be expanded upon over time.
3.14	Budget estimates for the overall PTFAS Programme have been created which identify the costs that the Programme and constituent Projects will incur. These cover the total cost of ownership of future systems and consequently include the staffing costs for the core Programme Team, the staffing costs to backfill people released from departments to work fulltime on the Projects, the supplier implementation costs and the ongoing annual maintenance and support costs.
3.15	A number of assumptions were made in creating the budget estimate as precise costs will not be known until each project has executed its Procurement exercise. The expectation is that these costs will be considered by the Strategic Leadership Team (SLT) in due course as part of the budget allocation for the next financial year.
3.16	Engagement with the Portfolio Office is ongoing and an introductory meeting has been held with the Change Centre of Excellence Manager with a view to establishing the support available to ensure the PTFAS Programme delivers the level of transformational change the Service requires.
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	Risk
5.1.1	Risk registers are being maintained both at Programme and Project level. 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	Financial
5.2.1	This Programme has both Capital and Resource budget implications. Estimates have been produced for the anticipated total costs of ownership for the outputs of the Programme
5.2.2	Budget is being tracked and managed at the PTFAS Programme Board.
5.3	Environmental & Sustainability
5.3.1	Future system(s) that will be delivered by the Projects will be completely 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.

5.4	Workforce
5.4.1	There will be wide ranging implications for the SFRS workforce with a progressive transition away from manual processing tasks to more valuable tasks.
5.5	Health & Safety
5.5.1	There are no direct Health & Safety implications with this report.
5.6	Training
5.6.1	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.
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.
5.9.2	A survey to establish the current satisfaction level with existing Finance / POD systems and processes has been opened to create a baseline figure. This survey will be run again once future systems have been embedded.
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 and they are being actively engaged with to ensure that their views are fully represented throughout the Programme.
6	Core Brief
6.1	Not applicable.
7	Appendices/Further Reading
7.1	None

Prepared by:	Paul McGovern, PTFAS Programme Manager	
Sponsored by:	Liz Barnes, Director 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
<i>Senior Management Board</i>	<i>19 February 2022</i>	<i>Noted.</i>
<i>Change Committee</i>	<i>3 February 2022</i>	<i>For scrutiny</i>

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



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Report No: C/CC/03-22

Agenda Item: 9.1

Report to:	CHANGE COMMITTEE					
Meeting Date:	3 FEBRUARY 2022					
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 <u>Board Standing Order 9</u>				
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
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 (PO) 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 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	DONE	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	DONE	Q3 '21	Development of an Interactive / Accessible Roadmap made available to the change committee and internal stakeholder groups – Accessibility options to be validated
	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 – This deliverable will be updated and changed in the next reporting period to reflect a delay in 'Market Evaluation' with a focus on Interim Tooling that will support more immediate short term and quick win options
4	Recommendation					
4.1	Change Committee are asked to note the Portfolio Office progress update.					
5	Key Strategic Implications					
5.1	Risk -					
5.1.1	The key risk factors are related to resource capacity available to not only deliver the above effort in the timescales defined, but to then embed as best practice across the organisation. This is due to the recruitment requirements of key roles across Planning Benefits and ICT. This may require a scaling back of the number of concurrent initiatives in progress					
5.2	Financial					
5.2.1	There are no direct key financial implications arising from this report.					
5.3	Environmental & Sustainability					
5.3.1	There are no direct key environmental & sustainability implications arising from this report.					
5.4	Workforce					
5.4.1	There are no direct key workforce implications arising from this report.					
5.5	Health & Safety					
5.5.1	There are no direct key health and safety implications arising from this report.					
5.6	Training					
5.6.1	There are no direct key training implications arising from this report.					
5.7	Timing					
5.7.1	There are no direct key timing implications arising from this report.					
5.8	Performance					
5.8.1	There are no direct key performance implications arising from this report.					

5.9	Communications & Engagement	
5.9.1	There are no direct key communication and engagement implications arising from this report.	
5.10	Legal	
5.10.1	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	None	
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
<i>Senior Management Board</i>	<i>19 January 2022</i>	<i>For Noting</i>
<i>Change Committee</i>	<i>3 February 2022</i>	<i>For Information</i>

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



Report No: C/CC/04-22

Agenda Item: 9.2

Report to:	CHANGE COMMITTEE						
Meeting Date:	3 FEBRUARY 2022						
Report Title:	PROTECTION OF VULNERABLE GROUPS SCHEME, END OF PROJECT SPOTLIGHT REVIEW						
Report Classification:	For Information	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to put forward the Protection of Vulnerable Groups (PVG) Scheme, end of project spot light review for noting by the Senior Management Board (SMB) and Change Committee (CC).						
2	Background						
2.1	The Scottish Fire and Rescue Service (SFRS) is fully accountable, and is committed to, maximising its public value by delivering a high quality, sustainable fire and rescue service for Scotland. It is therefore important that the SFRS continually evaluates how it operates to ensure it is strengthening performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.						
3	Main Report/Detail						
3.1	The report puts forward a spot light review of the recently closed PVG project for noting by the Board and Committee.						
4	Recommendation						
4.1	The Committee are requested to note the report and contents.						
5	Key Strategic Implications						
5.1	Risk						
5.1.1	There are no known risk implications associated with the report.						
5.2	Financial						
5.2.1	There are no financial implications associated with the report, however, the financial aspects of the project have been reflected upon.						
5.3	Environmental & Sustainability						
5.3.1	There are no known environmental or sustainability implications associated with the report.						
5.4	Workforce						
5.4.1	There are no known workforce implications associated with the report.						

5.5	Health & Safety	
5.5.1	There are no known health and safety implications associated with the report.	
5.6	Training	
5.6.1	There are no known training implications associated with the report.	
5.7	Timing	
5.7.1	There are no known timing implications associated with the report.	
5.8	Performance	
5.8.1	The report supports the continual evaluation of how we operate to ensure we are strengthening performance management and improvement arrangements to enable robust scrutiny, challenge and decision making nationally and locally.	
5.9	Communications & Engagement	
5.9.1	There are no known communication and engagement implications associated with the report.	
5.10	Legal	
5.10.1	There are no known legal implications associated with the report.	
5.11	Information Governance	
5.11.1	A Data Protection Impact Assessment (DPIA) is not applicable for this report, however, it should be noted as part of the project itself a DPIA was carried out.	
5.12	Equalities	
5.12.1	An Equality Impact Assessment (EIA) has not been conducted for the report, however, it should be noted as part of the project itself a EIA was carried out.	
5.13	Service Delivery	
5.13.1	There are no known Service Delivery implications associated with the report.	
6	Core Brief	
6.1	Not applicable.	
7	Appendices/Further Reading	
7.1	Appendix A: PVG Scheme, End of Project Spotlight Review	
Prepared by:	Leanne Stewart, Programme Officer	
Sponsored by:	Gillian Buchanan, Portfolio Manager	
Presented by:	Andy Main, Head of Portfolio	
Links to Strategy and Corporate Values		
Strategic Plan 2019-22		
Outcome Four; we are fully accountable and maximise our public value by delivering high quality, sustainable fire and rescue a Scotland.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>19 January 2022</i>	<i>Noted</i>
<i>Change Committee</i>	<i>03 February 2022</i>	<i>For Information</i>



PROTECTION OF VULNERABLE GROUPS SCHEME (PVG) PROJECT

END OF PROJECT, SPOTLIGHT REVIEW

Prepared by:	Leanne Stewart, Programme Officer		
Sponsored by:	Gillian Buchanan, Portfolio Manager		
Presented by:	Andy Main, Head of Portfolio		
Governance Route for Report	Meeting Date	Comment	
<i>Senior Management Board</i>	<i>19 January 2022</i>	<i>Noted</i>	
<i>Change Committee</i>	<i>03 February 2022</i>	<i>For noting</i>	

Safety. Teamwork. Respect. Innovation.

1 PURPOSE

1.1 The purpose of this report is to provide the Head of Portfolio a spotlight review of the Protection of Vulnerable Groups (PVG) Project with reference to reported updates and documentation. The report will touch on four identified areas, and will highlight potential learning opportunities for further exploration in order to support the Portfolio Management Office's continued learning and agile approach to Portfolio, Programme and Project management.

2 RECOMMENDATIONS

2.1 The Head of Portfolio is asked to consider the information contained within sections 3, 4 and 5 below and provide direction on next steps

3 KEY POINTS

- The project ran for two years and two months and had four appointed Project Managers over its life cycle.
- The project under went three changes approved by Senior Management Board (SMB), these centred around delivery to time and cost.
- This project was categorised as business as usual (BAU) within the People and Organisational Development directorate has benefited from the enhanced support and scrutiny from the Portfolio Office, SMB and Change Committee (CC).
- The project identified circa 6,200 positions within SFRS that required to join the PVG Scheme, with 99.4% memberships now in place as a direct output of the project.
- The project enabled SFRS to gain legal compliance with those personnel identified as working with vulnerable groups and join the scheme.
- The project output was a listed interdependency of other change activity being explored by the Organisation for a number of years.

3.1 REPORTED PROJECT HEALTH SUMMARY;

Change Committee	Time	Cost	Quality	Skills Resources &
8 th August 2019	<i>Project enters Portfolio Management Office</i>			
7 th November 2019				
6 th February 2020				
7 th May 2020				
6 th August 2020				
5 th November 2020				
4 th February 2021				
6 th May 2021				
5 th August 2021				
4 th November 2021	<i>Project Closure</i>			

On reflection further consideration could be given to the additional remedial actions or support, if any, that could have been put in place to prevent sustained periods in amber health status.

4 SPOTLIGHT LEARNING AREAS

4.1 DELIVERY TO COST

The Closing Report states that the project delivered within its allocated budget £415,000 with a released underspend of £53,000. The two-year budget was funded by 'slippage' and had an allocated project finance responsible; the enhanced monitoring enabled early identification of project cost deviations and supported a proactive approach to financial forecasting.

This being said, the project reported amber for delivery to costs for a large portion of its duration. Primarily this was due to underspend. This project experienced a number of delays, in part due to the impact of COVID19 and possibly the optimistic delivery timescales with BAU resources. This led to underspend being released and funding re-acquired in the following financial years.

Further consideration could be given to the financial planning element of this project, what if anything could be captured surrounding the prediction of project resource requirements, associated costs and the continued improvement of our predicted financial project spend/timelines?

4.2 DELIVERY TO RESOURCES AND SKILLS

The closing report does not review the delivery to the projects resources and skills, this is perhaps a touch point for the forthcoming review of project documentation.

During the projects life cycle there were four project managers, as the change of project management from time to time can be unavoidable, as an Organisation further review in this instance could be beneficial to understand the transition between Project Managers and any learning that can be taken for future project handovers between Project Managers with the successful delivery of the project in mind.

Further consideration should be given around the project planning of resources, the impact of change to BAU activity and how the learning from this project can be used to better inform resource planning for future projects.

4.3 GOVERNANCE

The project benefited from the enhanced support and scrutiny from the SMB and CC in addition to its directorate based governance channels.

During its life cycle this project was an interdependent activity of other initiatives being explored by the Service. The enhanced scrutiny enabled close monitoring in conjunction with strategic timelines and decisions. It also reinforced the Service's commitment to gaining legal compliance in alignment with timelines agreed with key stakeholders.

This project provides the opportunity to further spot light and capture the benefits that can be gained, when entry criteria is met, by BAU project activity receiving the enhanced scrutiny and support provided when activity enters the Portfolio.

4.4 BENEFIT DELIVERY

The identification of posts across SFRS workforce working with vulnerable groups and the implementation of the PVG scheme membership to those position holders (the change) introduced by the project outputs (process, policy and membership application) leads to the positive outcome, a final result, of membership being in place for identified post holders.

Making a positive contribution to our Strategic Aims and Outcomes as outlined in the project closing report.

The difference between outputs, outcomes and benefits would be beneficial to explore in our current methodology. Recognising these as individual, but linked, within our project templates would also support greater understanding and demonstrate the 'golden thread' of why we do what we do. Benefits are the real "why" of the project.

SCOTTISH FIRE AND RESCUE SERVICE

Change Committee



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No: C/CC/05-22

Agenda Item: 10.1

Report to:	CHANGE COMMITTEE						
Meeting Date:	3 FEBRUARY 2022						
Report Title:	PORTFOLIO OFFICE RISK LOG (AS AT 20 JANUARY 2022)						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this report is to provide the Senior Management Board (SMB) and Change Committee (CC) with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office (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 26 .						
3.1.1	NEW: 3 risks have been added.						
3.1.1.1	CCF3.5: There is a risk that the Critical Operations Control (OC) Staffing levels impact on project delivery, directly or indirectly.						
3.1.1.2	CCF3.6: There is a risk that Systel cannot address all the necessary security vulnerability incidents discovered during Penetration Vulnerability Test within the available period post-testing and prior to go-live. This could impact on the project delivery timeline.						
3.1.1.3	CCF3.7: There is a risk that project resources won't be available to fulfil critical project tasks (caused by competing demands) in February/March to support Pen Test remediation, Airwave Testing, Telephony and UAT/SAT. This could negatively impact on project delivery timeline.						
3.1.2	REMOVED: 2 risks have been removed from the PO Log.						
3.1.2.1	PTFAS15: The risk has reached its target risk score and will continue to be monitored at a Project Board level as agreed at SMB.						

3.1.2.2	<p>SW10: which was Amber 15 and pertains to ICT and associated hardware has been reviewed and reduced to Amber 10, this is due to confirmation that the gtec tablet is suitable and also that no finances for an alternative were required to be included within the 2022-23. The reduction also takes into account confirmation that the progressive Web app will be potentially resourced in January 2022 for completion.</p>
3.1.3	<p>UPDATED: 2 risks have been updated.</p>
3.1.3.1	<p>PTFAS6: actions required have been updated</p>
3.1.3.2	<p>PTFAS12: The overall risk has increased to 20, due to the probability increasing from 3 to 4. Negotiations remain ongoing.</p>
3.2	<p>Command & Control Futures Project:</p>
3.2.1	<p>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).</p>
	<p>Risk rating: 20</p>
	<p>Control measure: " Financial: Periodic financial monitoring of the supplier (Systel SA) has been increased in frequency and the SFRS head of Finance & Contractual Services (CCF Board Member) provides Board updates regularly.</p>
	<p>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.</p>
	<p>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.</p>
	<p>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.</p>
	<p>Contingency: A sub-group has been established to consider, mitigate and manage BAU considerations in the event that the supplier fails to deliver.</p>
3.2.2	<p>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.</p>
	<p>Risk rating: 16 (previous 16)</p>
	<p>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.</p>
3.2.3	<p>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.</p>
	<p>Risk rating: 20</p>
	<p>Control measure: Close monitoring of progress and liaison between SFRS ICT, SFRS Airwave subject matter experts and the owner of the deliverable (Systel / Airwave).</p>

	<p>All avenues via UK or Scottish Government to legitimately escalate the concerns around the Airwave timeline have been explored.</p>
3.2.4	<p>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.</p> <p>Risk rating: 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.</p>
3.2.5	<p>CCF3.5: There is a risk that the Critical OC Staffing levels impact on project delivery, directly or indirectly.</p> <p>Risk Rating: 16 Control measure: Close monitoring and liaison of the issue and collegiate working with OC Managers to support critical business needs where required. Recruitment of additional non-uniform testers to backfill CCF Team positions unable to be filled due to shortfall. Adjustment and management of the training delivery programme to minimise impact.</p>
3.2.6	<p>CCF3.6: There is a risk that Systel cannot address all the necessary security vulnerability incidents discovered during Penetration Vulnerability Test within the available period post-testing and prior to go-live. This could impact on the project delivery timeline.</p> <p>Risk Rating: 16 Control measure: CCF Team working closely with Systel to agree scope and remediation period following the tests.</p>
3.2.7	<p>CCF3.7: There is a risk that project resources won't be available to fulfil critical project tasks (caused by competing demands) in February/March to support Pen Test remediation, Airwave Testing, Telephony and UAT/SAT. This could negatively impact on project delivery timeline.</p> <p>Risk Rating: 16 Control measure: CCF Team working closely with ICT to agree scale and weight of resourcing.</p>
3.3	<p>Service Delivery Model Programme:</p>
3.3.1	<p>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.</p> <p>Risk rating: 25 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.</p> <p>Process for appointing Public Involvement and Consultation Team has commenced with job description and evaluation process complete.</p>

3.3.2	<p>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.</p> <p>Risk rating: 16 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.</p>
3.4	<p>Emergency Services Network Implementation Project:</p>
3.4.1	<p>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.</p> <p>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.</p>
3.4.2	<p>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.</p> <p>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."</p>
3.4.3	<p>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.</p> <p>Risk rating: 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).</p>
3.4.4	<p>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.</p>

	<p>Risk rating: 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.</p>
3.4.5	<p>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.</p>
	<p>Risk rating: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.</p>
3.4.6	<p>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.</p>
	<p>Risk rating: 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.</p>
3.4.7	<p>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.</p>
	<p>Risk rating: 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.</p>
3.4.8	<p>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.</p>
	<p>Risk rating: 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.</p>
3.5	<p>Safe and Well Project:</p>
3.5.1	<p>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.</p>

	<p>Risk rating: 16 Control measure: Enacted service business continuity plans, reprioritised work packages and adjusted methods of work utilising available ICT equipment and communication platforms, undertake review of project milestones and timeline.</p>
3.6	MacDonald Road
3.6.1	<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</p>
	<p>Risk rating: 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.</p>
3.6.2	<p>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.</p>
	<p>Risk rating: 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 alternative. Pick Everard cost manager reviewing cost regularly.</p>
3.7	People Training and Financial Assets
3.7.1	<p>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.</p>
	<p>Risk Rating: 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.</p>
3.7.2	<p>PTFAS12: 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.</p>
	<p>Risk Rating: 20 (previous 15) Control Measure: Investigate contingency with supplier</p>
3.8	Retained and Volunteer Duty Systems
3.8.1	<p>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.</p>

<p>3.9 3.9.1</p> <p>3.10 3.10.1</p>	<p>Risk Rating: 16 Control Measures: HROD Business Partner allocated to RVDS Project</p> <p>WEST ARC WA14: Financial: Impact of external influences, such as BREXIT implications on the progress of the works. Consequence: possible increased costs and extended material delivery periods.</p> <p>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.</p> <p>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.</p> <p>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 alternative. Pick Everard cost manager reviewing cost regularly</p>
4	Recommendation
4.1	The Change Committee are asked to note the contents of the current report.
5	Key Strategic Implications
5.1 5.1.1	<p>Risk The principles adopted align to the direction contained within SFRS Finance and Contractual Services Risk Management policy.</p>
5.2 5.2.1	<p>Financial There are no direct financial implications associated with this report. Individual projects will monitor their financial status on a regular basis.</p>
5.3 5.3.1	<p>Environmental & Sustainability There are no direct environmental or sustainability issues associated with this report.</p>
5.4 5.4.1	<p>Workforce There are no direct Workforce issues associated with this report.</p>
5.5 5.5.1	<p>Health & Safety There are no direct Health & Safety implications associated with this report.</p>
5.6 5.6.1	<p>Training There are no direct training implications associated with this report. Individual projects will communicate with training on a regular basis.</p>
5.7 5.7.1	<p>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.</p>

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 5.12.1	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	Appendix A: Portfolio Office Project Risk Register	
7.2	Further reading: 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
<i>Change Committee</i>	<i>03 February 2022</i>	<i>For Scrutiny</i>

Very High
High
Medium
Low

Very High
High
Medium
Low

Directorate Risk Ref. No.	Date Identified	Directorate Risk Description (including consequence of risk if impacting upon the Service)	Strategic Plan Outcome (1, 2, 3 or 4)	Strategic Plan Objective (1.4, 2.1 etc)	Original Risk Assessment (Assessment at beginning of Financial year)			Existing Controls		Governance and Scrutiny Arrangements		Target Risk Assessment (Assessment at end of Financial year)			Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
					Probability (P)	Impact (I)	Initial Risk Rating	Committee	Executive Board	P	I	Target Risk Rating						
<p>• Outcome 1: Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.</p> <p>• Outcome 2: Our flexible operational model provides an effective emergency response to meet diverse community risks across Scotland.</p> <p>• Outcome 3: We are a great place to work where our people are safe, supported and empowered to deliver high performing innovative services.</p> <p>• Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.</p>																		
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	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Contingency: A sub-group has been established to consider, mitigate and manage BAU considerations in the event that the supplier fails to deliver.</p>	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)		
CCF3.5	20-Dec-21	There is a risk that the Critical OC Staffing levels impact on project delivery, directly or indirectly.	2		4	4	16	Close monitoring and liaison of the issue and collegiate working with OC Managers to support critical business needs where required. Recruitment of additional non-uniform testers to backfill CCF Team positions unable to be filled due to shortfall. Adjustment and management of the training delivery programme to minimise impact.	CCF Board	CC	3	4	12	16	Continual review of staffing position and examination of flexible OC Staff training delivery methods.	ACO John Dickie (SRO) DAGO Garry Mackay (PM)		
CCF3.6	20-Dec-21	There is a risk that Systel cannot address all the necessary security vulnerability incidents discovered during Penetration Vulnerability Test within the available period post-testing and prior to go-live. This could impact on the project delivery timeline.	2		4	4	16	CCF Team working closely with Systel to agree scope and remediation period following the tests.	CCF Board	CC	3	4	12	16	ongoing monitoring of the testing outcomes during the completion phase.	ACO John Dickie (SRO) DAGO Garry Mackay (PM)		
CCF3.7		There is a risk that project resources won't be available to fulfil critical project tasks (caused by competing demands) in February/March to support Pen Test remediation, Airwave Testing, Telephony and UAT/SAT. This could negatively impact on project delivery timeline.	2		4	4	16	CCF Team working closely with ICT to agree scale and weight of resourcing.	CCF Board	CC	3	4	12	16	ongoing monitoring of the testing outcomes during the completion phase.	ACO John Dickie (SRO) DAGO 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	

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					Probability (P)	Impact (I)	Initial Risk Rating		Committee	Executive Board	P	I	Target Risk Rating				
SDMPB 4/001	Aug-19	Failure to meet SDMP outcomes, timelines and requirements 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. BCIAT not yet up to strength with 2nd WC post still to be filled. Manager post within PICT not yet filled.	HoF Service Development	5,6
ESMCP 4	6/7/20	System/ESN System Integration There is a risk of System Command and Control systems not being "ESN ready" in support of the ESN Transition timeline because of ongoing development work with Kodiak and ESN Version 1 resulting in possible delay to the transition and the possibility of additional costs upgrading Systel systems from Airwave to ESN.	4	4.3	3	5	15	SFRS are engaged with the Programme via the Control Room Systems Working Group. The ESMCP Project Manager has previously engaged with the CCF IT Project Manager and team members. ESMCP PM is a member of the uk Systel User Community meetings.	ESMCP Project Board	Senior Management Board	3	5	15	15	1. Project Manager to monitor progress via the Control Room Systems Working Group 2. Ensure regular communication with the CCF team is maintained 3. Report any adverse issues to the Project Board	A Mosley CCF PM ICT	
ESMCP 5	06/07/2020	ESN Technical Integration to SFRS There is a risk of the technical integration of ESN into Systel and other legacy control room systems & back office applications not going to plan because of system compatibility and technical requirements resulting in technical and potentially operational issues that may cause delay to transition and additional costs.	2,4	4.3	3	5	15	SFRS ESMCP Lead is a member of the CCF Project Board. Relevant reports on Systel are shared with members of the CCF Project Team. Information and intelligence gleaned from the Programme via the lead Systel Organisation (South Yorkshire FRS) is shared with the CCF team. The PM has engaged with the SFRS Applications and Network team relative to this matter, system architecture diagrams have been shared to improve understanding.	ESMCP Project Board	Senior Management Board	3	5	10	15	1. Project Manager to liaise with CCF and internal ICT leads to ensure any identified issues are resolved or reported to Project Board. 2. The Project Manager continue to engaged with key technical business areas of the service.	A Mosley CCF PM ICT	
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 estate resulting in delay to transition Additional vehicle fitter capacity forms part of this risk.	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).	ESMCP Project Board	Senior Management Board	3	5	5	15	1. Resource Proposal (requirements) from Fleet management 2. Finance to provide costings 3. Report to Project Board 4. Submission of Funding to SG 23/2/21 - Action to prepare interim planning Resource Paper.	I Morris R Brown Fleet A Mosley	
ESMCP 12	06/07/2020	Spare Vehicle Capacity There is a risk of not having enough spare vehicle capacity to facilitate transition activities relative to vehicle device fits whilst maintaining business as usual because of the lack of spare vehicles within the fleet and ongoing vehicle maintenance and service requirements resulting in a delay to transition.	2		5	5	25	There is a clear need to retain a spare fleet of vehicles that are ESN/Airwave equipped (this is to support service delivery and in the event of breakdown accident damage) the loss of Capital receipts for these vehicles needs considered, an increased number of vehicles in the overall fleet will be required ahead of and over the transition period. This covers both the Red and White (FDM) fleet.	ESMCP Project Board	Senior Management Board	3	5	5	15	1. Position required from Fleet as to how many vehicles the service will need to retain for the transition 2. Finance need to be made aware of this from a capital receipts perspective.	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 most 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 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.	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	
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 enforced 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 alternative. Pick Everard cost manager reviewing cost regularly					3	16	Financial monitoring and Pick Everard in ongoing assessment of Main Contractor's claim due to Covid 19 extended time on site and limited resources.	Oscar Torres	

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MR27		Delay to completion of the main works affecting mechanical electrical contractor site start for the Museum works			4	4	16	Delay to site start for the M&E museum works potentially impacting programme for the Museum fit-out works and ability to spend the budget within this financial year					3	16	Coordination meeting required between M&E museum contractor, the appointed fit-out contractor, Pick Everard and SFRS to review options and mitigation measures.	Oscar Torres	
PTFAS6	July 2020	Affordability of solutions - there is a risk that solutions recommended in Project Business Cases may not be affordable within either Capital or Resource budgets meaning solutions that cannot fully deliver our Programme Vision are implemented.	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. Develop compelling Business Cases for each of the Projects within the Programme that articulate benefits and costs of different options with a clear recommendations. Ensure senior stakeholders are persuaded of the return on investment.	Head of POD/Head of Finance	2,6,7,8 and 9
PTFAS12	May-21	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	20	Provide costed and timeline 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 30/11/21 - Contract terms and costs received from Midland HR 29/12/21 - Meeting held with JT and LB, agreed to continue on assumption that contract extension will be available but develop contingency	Project Executives	2,6,7,8 and 9
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	HR0D 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. NRVLFF 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 happened and doubt it will
2	Low - Where an occurrence is possible but the balance of probability is against	1 in 2,000	Has happened 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 happened 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, criticism 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. Criticism of our service as a result of scrutiny 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 SRS, failure to deliver against agreed priorities and SG criticism and threat of intervention	Service disruption for an extended period. Major consequences.	insufficient finances available to support service delivery	ineffective 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 priorities, 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 system/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. System/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 practices. System/technology developments considered where there 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	Challenges 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 activity, management by task 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



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No: C/CC/06-22

Agenda Item: 10.2

Report to:	CHANGE COMMITTEE						
Meeting Date:	3 FEBRUARY 2022						
Report Title:	COMMITTEE ALIGNED DIRECTORATE RISK						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
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	<p>Appendix 1 to this report provides the Change Committee with the current risk report, outlining:</p> <ul style="list-style-type: none"> • 1a – Strategic Risk Summary • 1b – Aligned Directorate Risk Summary • 1c – Directorate Risk Control Summary • 1d – Directorate Closed Control Summary • 1e – Directorate Closed Risk Summary • 1f – Directorate Risk Rating Change Summary • 1g – New Directorate Risks • 1h – New Directorate Control Summary
3.4	<p>The Change Committee are asked to scrutinise the information provided and use the risk register to identify future risk spotlights.</p>
4	Recommendation
4.1	<p>The Change Committee is asked to:</p> <ul style="list-style-type: none"> • Scrutinise the Change Committee Risk Report. • Identify future risk spotlights to be provided to the Committee.
5	Key Strategic Implications
5.1	Risk
5.1.1	<p>The risk register forms a core part of the Scottish Fire and Rescue Service (SFRS) governance, risk management and assurance arrangements.</p>
5.2	Financial
5.2.1	<p>There are no direct financial implications associated with this report.</p>
5.3	Environmental & Sustainability
5.3.1	<p>There are no direct environmental or sustainability issues.</p>
5.4	Workforce
5.4.1	<p>There are no direct Workforce issues associated with this report.</p>
5.5	Health & Safety
5.5.1	<p>There are no direct Health & Safety implications associated with this report.</p>
5.6	Training
5.6.1	<p>The development of a revised in-house risk register and report requires additional engagement and training of responsible staff.</p>
5.7	Timing
5.7.1	<p>There are no significant timing implications associated with this report.</p>
5.8	Performance
5.8.1	<p>The risk management framework forms part of the Services wider governance arrangements which collectively ensure performance is managed and improved where possible.</p>
5.9	Communications & Engagement
5.9.1	<p>Direct communication and engagement with the Board, SLT and Directorates ensures awareness and ownership of risk is effectively managed.</p>
5.10	Legal
5.10.1	<p>There are no direct legal implications arising from this report.</p>

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		
<p>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</p> <ul style="list-style-type: none"> • 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
<i>Change Committee</i>	<i>3 February 2022</i>	<i>For Scrutiny</i>

APPENDIX 1



SCOTTISH
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Working together for a safer Scotland

Change Committee Risk Report 2021-22 Q3

Contents:

- Strategic Risk Summary – Appendix 1a
- Aligned Directorate Risk Summary – Appendix 1b
- Directorate Risk Control Summary – Appendix 1c
- Directorate Closed Control Summary – Appendix 1d
- Directorate Closed Risk Summary – Appendix 1e – Nil Return
- Directorate Risk Rating Change Summary – Appendix 1f
- New Directorate Risks – Appendix 1g – Nil Return
- New Directorate Control Summary – Appendix 1h

Strategic Risk Summary

Appendix 1a

Strategic Risk	Description	SLT Risk Owner	Risk Rating (PxI)
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services	Head of Operations	16 (4 x 4)
2	Ability to reduce the number of unwanted fire alarm signals and associated occupational road risk	Director of Service Delivery	15 (5 x 3)
3	Ability to collaborate effectively with partners and communities, to enhance service delivery and best value	Deputy Chief Officer	12 (3 x 4)
4	Ability to ensure legal and regulatory compliance	Director of Strategic Planning, Performance and Communications	12 (3 x 4)
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 (4 x 4)
6	Ability to have in operational use the necessary assets, equipment, supplies and services to enable the smooth running of the organisation, that exploit available technologies and deliver public value	Director of Finance and Contractual Services	20 (4 x 5)
7	Ability to deliver a high quality, sustainable service within the funding envelope	Director of Finance and Contractual Services	12 (4 x 3)
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance	Director of Service Development	12 (3 x 4)
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 (4 x 4)

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

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Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
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 resources, skills or knowledge contributing to an inability to influence culture and promote development and positive change.	Head of Portfolio	8 (2 x 4)	CC	SMB

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Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
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

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Directorate Risk Control Summary

Appendix 1c

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
1	SDD002	Evidence Based Decision Making	Ongoing creation of Community Risk Index Model	Head of Service Development	31/03/22	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 process for the provision and sharing of relevant data	Head of Service Development	31/03/22	Green - 75%	Ongoing dialogue and agreement to share resource between SDMP, Data Services and ICT. Additional activity to identify external data sources relevant to SDMP development.	12	9	CC	SMB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	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	31/08/23	Green - 20%	The development and completion of the whole programme will be phased over a number of years. Development phase is ongoing with the implementation phase scheduled to commence Q4, 2023/24.	12	9	CC	SMB
5	POD010	Project Support	PTFAS Programme Communication plan to be developed and implemented.	Paul McGovern, POD Programme Manager	31/03/22	Green - 30%	Recruitment to the PTFAS programme team continues to progress. Consideration will continue to be given to any planned/known changes in staff availability in 2022.	16	8	CC	SMB
5	POD010	Project Support	Consideration to be given of resource requirement in relation to SDMP	Rachel Scott, Deputy Head of Human Resources and Organisational Development, Strategic	31/03/22	Green - 20%	This is being monitored on an on-going basis as further information on the progress on SDMP is received.	16	8	CC	SMB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
6	POD002	Replacement Programme	Appointment to the wider Programme Team positions	Paul McGovern, POD Programme Manager	31/03/22	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
6	POD002	Replacement Programme	Identify and release of key staff from substantive roles to support programme requirements.	Scott Semple, Head of People and Organisational Development	31/03/22	Green - 60%	Release of POD Managers and key POD staff from substantive roles to the programme team and UIG. Key POD resources now been identified to support the PPF project and will be included in the 2022 capital request.	12	12	CC	PB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
6	POD002	Replacement Programme	Review of Phase 1 timescales and key milestones in the dossier to further inform planning, procurement and the release of required staff to support programme.	Paul McGovern, POD Programme Manager	31/03/22	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
8	SDD001	Resources and Capacity	Development of business cases to allow the population of proposed Directorate Structure in line with organisational need	Head of Portfolio Office	31/03/22	Green - 70%	Business Case to be submitted to SMB/SLT for 3 additional Portfolio Office positions, ICT recruitment processes underway, all of which will contribute towards building a Directorate structure to enable business change.	16	5	CC	SMB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
8	SPPC002	Communicate with Stakeholders	Develop a SFRS Communications and Engagement Strategy for 2021-23.	Head of Communication and Engagement	31/03/22	Amber - 75%	Draft Strategy reported to SMB and SLT with comments to be reflected within document prior to it being forwarded for consultation	15	12	CC	GGB
8	SPPC002	Communicate with Stakeholders	Implement the recommendations from the internal communications review.	Head of Communication and Engagement	31/03/22	Amber - 50%	A tender for the development of the Website and iHub will be issued at the end of November	15	12	CC	GGB

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Directorate Closed Control Summary

Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Owner	Control Comments	Committee	Executive Board
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 Sector Improvement Framework)	SDD004	Organisational Culture	There is a risk that the Directorates ability to promote, enhance and mainstream an organisational culture of continual development and improvement is impacted due to a lack of resources, skills or knowledge contributing to an inability to influence culture and promote development and positive change.	Head of Service Delivery Programme Review	Training needs analysis completed with SRO training provided for identified staff. This action is now complete and will be monitored through business as usual activity.	CC	SMB

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Directorate Closed Risk Summary

Appendix 1e

NIL RETURN

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Directorate Risk Rating Change Summary

Appendix 1f

Parent Risk ID	Parent Risk	Risk ID	Risk Name	Summary	Risk Owner	Comment on Change	Revised Risk Rating (PxI)	Initial Risk Rating (PxI)	Committee	Executive Board
7	Financial Sustainability	SDD004	Organisational Culture	There is a risk that the Directorates ability to promote, enhance and mainstream an organisational culture of continual development and improvement is impacted due to a lack of resources, skills or knowledge contributing to an inability to influence culture and promote development and positive change.	Head of Portfolio	<p>Probability Decreased; Activity initialised around aspects of risk progressing well. Engagement , socialisation and awareness setting around portfolio and delivery of change as well as continuous and service improvement</p> <p>Reduce from 3 to 2</p>	8 (2 x 4)	12 (3 x 4)	CC	SMB

New Directorate Risks

Appendix 1g

NIL RETURN

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New Directorate Controls Summary

Appendix 1h

Risk ID	Control Description	Risk Description	Committee	Executive Board	Control Owner	Control Due Date	Performance	Control Comments
POD010	Consideration to be given of resource requirement in relation to SDMP	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	Rachel Scott, Deputy Head of Human Resources and Organisational Development, Strategic	Mar-22	Green	This is being monitored on an on-going basis as further information on the progress on SDMP is received.



Change Committee – 03 February 2022
Risk Spotlight Briefing Note
(POD010 (Project Support))

Submitted by:- People and Organisational Development, Liz Barnes

'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.'

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

What would cause the risk to materialise?

- Lack of engagement between People and Organisational Development (POD) and the wider Service on projects and initiatives that require POD input resulting in limited forward planning and ongoing review of resource requirements.
- An unexpected 'crisis' that requires POD resources to be deployed into immediate and urgent priorities, for example the pandemic, payroll processing or resourcing activity such as issuing of employment offers/contracts.
- Inability to release current staff to projects and initiatives due to a failure to recruit from external markets and/or backfill internal vacancies.

What is the effect likely to be?

A large percentage of change projects and initiatives in organisations fail because people themselves don't change. This would materialise in Scottish Fire and Rescue Service (SFRS) were POD not involved to ensure the people/human elements of change management emerging from projects and initiatives are fully considered. In turn this would impact the level of staff buy in to projects and change initiatives with staff less likely to change their current routines, processes, habits and behaviours. The result being the project or initiatives are likely to be less successful in achieving the intended benefits.

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

- In March 2021 a business case for additional POD resources to support business as usual activity and recovery from the pandemic was submitted and approved by the Strategic Leadership Team (SLT). The additional resource increased the capacity of the Directorate and when fully recruited will mean POD teams are well placed to timeously support wider SFRS projects and initiatives.
- The recruitment activity, whilst not fully complete, has been successful with several posts filled or in progress. It is anticipated this will reduce the risk rating for POD010 when the POD risk register is next reviewed.
- POD has re-prioritised workload to deliver business as usual and business critical activity.
- Senior managers within the Directorate meet weekly to update, discuss, plan and where appropriate, take action to ensure resources are deployed as required.
- The POD management team are agile in reviewing established work processes and routines with a view to improving efficiency, reduce duplication and ensuring everything we do adds value to the work of the Directorate and SFRS overall.
- Working closely with colleagues across other SFRS Directorates ensures POD has early sight of activity in other Directorates which may have resource implications. This informs POD's forward planning and deployment of suitably skilled staff to support projects and initiatives.
- POD also takes a lead role in several SFRS projects and change initiatives such as the People, Training, Finance and Assets System programme (PTFAS) and the RVDS Continuous Improvement Programme. Concerns relating to staff availability are quickly identified and escalated with mitigating action taken if required.

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

- The current external recruitment market is currently a candidate's market and consequently, many of our posts have been approved for a fixed term period. This may lead to increased turnover. Appointing internally develops and advances our staff however, filling one vacancy creates another. This increases the volume of recruitment activity and extends the period in which the Directorate has open vacancies.

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
12 MAY 2022	<ul style="list-style-type: none"> • 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 • Portfolio Office Progress Update • Risk - Risk Tracker & Strategic Risk Summary and Committee Aligned Directorate Risks • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting 		<p>Change Portfolio/ Major Projects</p> <ul style="list-style-type: none"> • Dashboard <p>General Reports</p> <ul style="list-style-type: none"> • Spotlight Re Benefit Realised/ Tracking (TBC) 	<p>Change Portfolio/ Major Projects</p> <ul style="list-style-type: none"> • Dashboard <p>General Reports</p> <ul style="list-style-type: none"> • 	<p>Change Portfolio/ Major Projects</p> <ul style="list-style-type: none"> • Dashboard <p>General Reports</p> <ul style="list-style-type: none"> • Committee Statement of Assurance •

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
11 AUGUST 2022	<ul style="list-style-type: none"> • 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 • Portfolio Office Progress Update • Risk - Risk Tracker & Strategic Risk Summary and Committee Aligned Directorate Risks • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting 		<p>Change Portfolio/ Major Projects</p> <ul style="list-style-type: none"> • Dashboard <p>General Reports</p> <ul style="list-style-type: none"> • 	<p>Change Portfolio/ Major Projects</p> <ul style="list-style-type: none"> • Dashboard <p>General Reports</p> <ul style="list-style-type: none"> • 	<p>Change Portfolio/ Major Projects</p> <ul style="list-style-type: none"> • Dashboard <p>General Reports</p> <ul style="list-style-type: none"> •

CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
10 NOVEMBER 2022	<ul style="list-style-type: none"> • 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 • Portfolio Office Progress Update • Risk - Risk Tracker & Strategic Risk Summary and Committee Aligned Directorate Risks • Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days • Review of Actions • Date of Next Meeting 		<p>Change Portfolio/ Major Projects</p> <ul style="list-style-type: none"> • Dashboard <p>General Reports</p> <ul style="list-style-type: none"> • 	<p>Change Portfolio/ Major Projects</p> <ul style="list-style-type: none"> • Dashboard <p>General Reports</p> <ul style="list-style-type: none"> • 	<p>Change Portfolio/ Major Projects</p> <ul style="list-style-type: none"> • Dashboard <p>General Reports</p> <ul style="list-style-type: none"> •

CHANGE COMMITTEE ROLLING FORWARD PLAN

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