



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 12 MAY 2022 @ 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: 3 FEBRUARY 2022 (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.

8 VALUE ADDED STATEMENT (attached)

F Thorburn

The Committee is asked to approve the report.

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

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9 CHANGE PORTFOLIO/MAJOR PROJECTS

- 9.1 Portfolio Office Project Dashboard (*attached*) G Buchanan
I Morris
A Perry
A Perry
- West Asset Resource Centre – Change Request
 - Safe and Well – Change Request and Updated Dossier
 - Youth Volunteer Scheme Evaluation Report
- 9.2 People, Training, Finance and Assets System Programme Update (*attached*) P McGovern

10 GENERAL REPORTS

- 10.1 Internal Audit Report 2021/22 – Portfolio Office (*verbal*) A Main

11 RISK

- 11.1 Portfolio Office Risk Log/Tracker (*attached*) G Buchanan
- 11.2 Committee Aligned Directorate Risks (*attached*) P Stewart

12 COMMITTEE ROLLING FORWARD PLANNING

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

13 REVIEW OF ACTIONS

Board Support

14 DATE OF NEXT MEETING

Thursday 11 August 2022 @ 1000 hrs

PRIVATE SESSION

- 15 MINUTES OF PREVIOUS PRIVATE MEETING: 3 FEBRUARY 2022**
(*attached*) F Thorburn

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

- 16 PRIVATE ACTION LOG** (*attached*) Board Support

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

- 17 PORTFOLIO OFFICE PROGRESS UPDATE** (*attached*) A Main

This report is for information only.

- 18 RISK SPOTLIGHT: SDD01 INABILITY TO DELIVER EFFECTIVE SUSTAINABLE CHANGE AND STRATEGIC OBJECTIVES** (*attached*) P Stewart

This report is for information only.

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

OFFICIAL

- 19** **COMMAND AND CONTROL FUTURES PROJECT UPDATE** *(attached)* *J Dickie/
G MacKay*
This report is for information only.
- 20** **PEOPLE, TRAINING, FINANCE AND ASSETS SYSTEM BUSINESS
CASE** *(attached)* *P McGovern*
This report is for information only.

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



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PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 3 FEBRUARY 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)
Stuart Ballingall (SJB)
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
Curtis Montgomery (CM)	Change Centre of Excellence Manager
David Lockhart (DL)	Head of Service Development
David Farries (DF)	Head of Operations (Item 8.1)
Paul McGovern (PMcG)	PTFA Programme Manager (Item 9.1 and 9.2)
Liz Barnes (LBa)	Director of People and Organisational Development (Item 10.3)
Scott Semple (SSe)	Head of People and Organisational Development (Item 10.3)
Heather Greig (HG)	Board Support Executive Officer
Debbie Hadow (DH)	Board Support/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Siobhan Hynes	Portfolio Office
Lynn Gow	Project Manager Safe and Well Project

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those participating via MS Teams, in particular Curtis Montgomery, Change Centre of Excellence Manager following his recent appointment and Lynn Gow, Project Manager (Safe & Well).
- 1.2 The Committee were reminded to raise their hands, in accordance with the remote meeting protocol, should they wish to ask a question.
- 1.3 This meeting would be recorded and published on the public website.

2 APOLOGIES

John Dickie, Assistant Chief Officer, Director of Training, Safety and Assurance

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).

4 DECLARATION OF INTERESTS

4.1 None

5 MINUTES OF PREVIOUS PUBLIC MEETING: 4 NOVEMBER 2021

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

5.1.1 **The minutes of the meetings held on 4 November 2021 were approved as a true record of the meeting.**

5.2 **Matters Arising**

5.2.1 None

6 ACTION LOG

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

7 SENIOR MANAGEMENT BOARD (SMB) ACTION LOG

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

7.2 RH informed the Committee that further work would be undertaken to broaden the scope of the Low Carbon Appliance project dossier and this would potentially be submitted through normal governance processes to the next Committee meeting (May 2022).

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 (SDMP) (3 projects) – Red for Skills and Resources.
- Emergency Services Mobile Network Programme (ESMNP) - Amber for Costs and Time.
- Retained/Volunteer Duty System (RVDS) – Three dossiers and framework document being presented under item 8.1.
- People, Training, Finance and Assets Systems Programme (PTFAS) – Updates on the 2 projects (Rostering Item 8.1 and People, Payroll & Finance Item 8.2) later in the agenda.
- Safe and Well (S&W) project: Overall Green for project health, however there were some delays in milestones. Assurances had been received that this will not impact on the overall delivery timeline at this stage.
- Command and Control Futures (CCF): Amber for Time, Cost, Quality and Skills & Resources. Update to be provided later in the agenda (Item 15).
- Refurbishment of McDonald Road: Amber for Costs, Quality, Skills & Resources.

8.1.2 AM highlighted the Capacity to Deliver section within the covering report had been updated in line with the action raised at the previous meeting.

8.1.3 The Committee noted the dashboard was helpful. However, the Committee requested that financial information/scale be provided against each project to assist in providing an overall sense of perspective on the size of the project.

ACTION: PO

8.1.4 AM reminded the Committee that work had commenced to develop a financial tool across the whole portfolio to identify a total cost associated for individual projects. However, due to capacity and other priority work commitments, this work has currently stalled but would resume in due course.

8.1.5 In regard to the SDMP recruitment, it was noted that this was impacted by both inhouse processes/capacity and the current external market place. DL updated the Committee on the ongoing recruitment of the Public Involvement and Engagement Team and the recent appointment of the Team Manager, the revision of the Senior GIS Analyst job description and subsequent re-advertisement and the potential opportunities to recruit post graduates were being explored.

8.1.6 With regard to the dashboard, the Committee noted that further clarity was required to help understand whether implementation dates had been revised and the reasons why, any interdependency implications and how rigorous the RAG status was being applied/monitored. AM provided assurance that the Portfolio Office (PO) were currently considering how the dashboard could be revised to provide further clarity on revised dates, milestones, etc. AM noted the work being undertaken to introduce dependency management. AM further noted that the standardisation of RAG status and how this was being used was also being considered.

8.1.7 With regard to baseline dates, AM informed the Committee that further work was required to enhance the understanding of re-baselining projects and identifying baselines at the outset.

8.1.8 RH provided assurance to the Committee that the Senior Management Board (SMB) applied rigour to the RAG status on all projects. Due to the sequence of meetings, there may be some discrepancies in the information being provided.

8.1.9 People Training Finance and Assets Systems Programme (PTFAS) Rostering Brief
PMcG presented the Project Brief to the Committee and highlighted the following key points:

- Second project within the PTFAS programme, with similar themes to People, Payroll and Finance (PPF) project.
- Several legacy rostering systems were still being used for Retained Duty System (RDS) personnel.
- Rostering project would have a direct impact on mobilising.
- Examples of ongoing issues were:
 - Management of Time off in Lieu (TOIL): No standardised recording system and lack of visibility on financial implications.
 - Limited access to KRONOS therefore the Central Staffing Team were handling a high number of (leave/rostering) enquiries from staff.
 - Challenges with the lack of integration which impacts on recording skills competency ie no automation of input. This could impact on rostering and mobilisation.

8.1.10 The Committee commented on the potential negative connotations of the word *compromise* when comparing off the shelf and bespoke solutions. PMcG noted the comment and would take this into consideration.

8.1.11 The Committee noted the benefits of hearing the example of current working practices/processes to truly understand the situation. It was noted that awareness of the

benefits in the formative stages of the project would be helpful albeit may be difficult to quantify. It was noted that in order to make sensible business decisions and prioritise resources, it was critical that the Service were aware of what required to be fixed, any cost implications and anticipated benefits.

- 8.1.12 AM informed the Committee that the format of providing update reports on major projects was being reviewed along with the benefits of using business architecture to give an illustrative view of change.
- 8.1.13 With regards to the extension of legacy contracts, PMcG noted that contracts would have to be extended beyond December 2022 however, until the procurement process had been completed a definitive timescale was unknown.
- 8.1.14 Retained/Volunteer Duty Strategy – Improvement Framework Document
DF presented the Improvement Framework Document to the Committee and highlighted the following key points:
- Framework document clearly articulates the nature of the programme, approach and aims throughout the lifetime of the programme.
 - Five overarching objectives and 3 individual projects.
 - Programme Overview which outlines the outcome aims for each individual strand.
 - Resources and management of same for the programme of work. Individual project leads identified, who would use their current teams/resources as a bolt on to BaU and would be supported by the RVDS Support Team.
 - Governance: National Retained and Volunteer Leadership Forum (NRVLF) which the Retained Firefighters Union (RFU) attends, through the RVDS Improvement Programme Board, SMB, Strategic Leadership Team (SLT) and Committee.
- 8.1.15 DF confirmed that the Fire Brigades Union (FBU) had been invited to attend however, they declined the invitation.
- 8.1.16 The Committee queried how the bolt on activities and associated project costs would be captured. AM advised the Committee that there were plans to track the resources within projects going forward however this was an area of work that was still in development.
- 8.1.17 The Committee noted the challenges surrounding recruitment, retention, community based demand/risk and queried whether there was sufficient data available to progress. DF commented on the amount of data available, the challenges to align the relevant data with the local challenges, ie recruitment, training, etc. DF commented on the interdependencies within the 3 projects presented today and how this would help to understand risks within the local area and match resources accordingly.
- 8.1.18 **The Committee scrutinised and noted the Improvement Framework Document.**
- 8.1.19 Retained/Volunteer Duty Strategy – Duty System Relationship Dossier
Retained/Volunteer Duty Strategy – Attract and Recruit Improvement Dossier
Retained/Volunteer Duty Strategy – Variable Contracts and Station Establishment Dossier
- 8.1.20 DF presented the 3 Project Dossiers to the Committee and highlighted the following key points:
- Duty System Relationship - Links directly to CCF, PTFAS and SDMP. Objectives, milestones and benefits were detailed in Sections 2, 8 and 17 respectively. RVDS Retention (8%) is baselined on the average rate of leavers.
 - Attract and Recruit Improvement Dossier - Innovation being used within the community to attract and prepare candidates for recruitment. Process mapping exercise undertaken to understand the processes applied across the Service.
 - Variable Contract and Station Establishments - Variable contract options, dependent upon outcomes of harmonisation of RVDS Terms and Conditions. Potential to attract a more diverse and inclusive workforce with local communities.

8.1.21 The Committee thanked DF for the quality of the framework document and report, however, noted the possibility of the project being over governed. As Senior Responsible Officer, DF noted that the requisite level of decision making would be applied to the relevant group and not necessarily progressed through to the top of the governance route.

8.1.22 **The Committee scrutinised and noted the Dossier.**

(D Farries left the meeting at 1105 hrs)

8.2 **People, Training, Finance and Assets Systems Programme Update**

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

- Engagement sessions held with Service Delivery and 5 key themes have been identified. These include simpler processes, easy to use systems, integrated systems, ability to use personal devices and visibility of personal data ie TOIL.
- Ongoing development of the Business Case for the PPF project including identifying deliverable benefits.
- Ongoing development of the Statement of Requirements for the PPF project to ensure that it aligns with relevant UK standards and principals.
- Project Executive and Manager has been appointed for the Rostering project and the project brief has been developed. Engaging with other UK FRS to scope out their approach/processes prior to commencing the procurement process.
- Working closely with Finance colleagues to understand the associated budget costs for the PTFAS programme and any potential savings.

8.2.2 With regard to the PPF project, PMcG confirmed that he was engaging with other non-FRS organisations to review their systems/processes and that consideration would be given to engage both FRS and non FRS in regard to the rostering project.

8.2.3 PMcG outlined the next stages and timescales for the completion of the business case. A Scottish Government Digital Assurance Office Business Justification gateway review was scheduled to take place on 28 February 2022.

8.2.4 PMcG advised the Committee of the rigorous nature of the business case gateway review process and noted that the statement of requirement would undergo a similar process pre-procurement. PMcG noted that the 4 stages of the gateway review (initial business justification, pre-procurement, delivery and go-live) and confirmed that a Red Stop Assessment could be given at any stage. An independent health check was carried out on the business case prior to the gateway review and a similar check could be undertaken for the statement of requirement, if deemed necessary.

8.2.5 The Committee requested clarification on the governance route for the business case and when this will be brought back to the Committee.

ACTION: PO

8.2.6 The Committee commented on the potential need to adapt current practices for any new systems being introduced and queried the level of support and understanding for any future changes. PMcG noted that part of the procurement process was business readiness and engagement. AM reminded the Committee that at the Executive/SLT level, the general principal was for an off the shelf/commercially available product and this was fully supported. Any issues raised during the implementation phase would be managed through the management of change process.

8.2.7 RH reminded the Committee that the responsible Executive Board (SMB) consisted of all Directorates and Heads of Functions therefore there was sufficient opportunities for senior

leaders to be involved at all stages. RH commented on previous experiences with bespoke systems which the Service were keen to avoid in the future.

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

(P McGovern left the meeting at 1130 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 PO in developing new and existing capacity specific to Portfolio, Project and Programme management. The following key points were highlighted:

- Strategy Awareness Sessions have been concluded and were well received.
- Portfolio Office Function Strategy document has been drafted and would be submitted to the SMB for approval. Following corporate branding, the strategy would be shared with the Committee for review/input. **(ACTION: AM)**
- Business Change Lifecycle Design Phase 1 internal workshops held and subsequent sub-processes workshops would now be held. Spotlight session to be scheduled with the Committee.
- Portfolio Office Function Recruitment update including the recent appointment of Curtis Montgomery. Benefits Management and Master Planning roles were being progressed and currently being evaluated.
- Portfolio Level Financial Reporting: Work was progressing.
- Portfolio Strategic Roadmap Development: First draft of Functional Roadmap for the PO had been developed along with a Strategic Timeline Roadmap for the Change Portfolio.
- Internal Audit (Azets) have commenced their audit on the PO function. Due to preparatory work undertaken in advance to identify known gaps within the function, Azets have agreed to take an advisory approach to their findings and recommendations.

9.1.2 AM to discuss potential spotlight sessions with FT regarding Business Change Lifecycle Design update.

ACTION: AM

9.1.3 With regard to the Internal Audit report, it was acknowledged that the report should be submitted to both the Audit and Risk Assurance Committee and Change Committee. Timelines for the Internal Audit report to be reviewed to identify and ensure that it is submitted to both Committees.

ACTION: PO

9.1.4 AM advised the Committee that PTFAS were working with Moore Insights to develop the business case to ensure alignment with the guidance for the 5-case model from the HM Treasury. In terms of progress and next steps, AM noted that Committee workshops and spotlight sessions would be scheduled to engage, update and review assurance levels. Work has commenced on a draft benefits framework which aligns with the Business Change Lifecycle.

9.1.5 The Committee noted the previous benefits tracking process and queried whether/how these historical projects would continue be monitored.

9.1.6 AM noted that the previous method for identifying and monitoring benefits was not supported by any tangible framework or robust process. AM confirmed the intention was for the benefits framework, once finalised, to be used for all future projects. This would ensure good practice and a standardised approach being adopted.

9.1.7 AM reiterated the issues with the previous method of benefits management, ie no standardised or clear understanding for identifying benefits. The Committee noted this

position, however, clarification was requested on where historical projects/benefits would continue to be monitored. PSt noted the Committee's scrutiny in this area, reiterated the future direction to improve benefits management and the limited resources available to develop the new approach and monitor historical/inflight projects.

9.1.8 PO to look at how to manage the gap around benefits realisation for projects currently in progress.

ACTION: PO

9.1.9 **The Committee noted the report.**

9.2 **Protection of Vulnerable Groups Scheme, End of Project Spotlight Review**

9.2.1 AM presented an end of project spotlight report to the Committee which outlined the learning and lessons learnt from the Protection of Vulnerable Groups Scheme (PVG). The following key points were highlighted:

- Over 6,000 positions were required to join the PVG Scheme, overall completion rate was 99%.
- Primarily identified as Business as Usual, however, the decision was made to adopt the framework and procedures from the PO to apply to help manage and standardise process.
- The project was subject to 3 change requests during its lifetime and was delivered within budget.
- Value of post implementation reviews for all projects to ensure that the PO identify opportunities for learning and embedding lessons for future projects and where appropriate, light touch review to be undertaken.
- Lessons identified during the project, the multiple changes of project manager (4) and the potential risk to the successful delivery of the project. This has been raised at the People Board to consider transition planning.
- Change control effectively and consistently applied.
- Opportunity for PO to consider more trend based reporting to mitigate for prolonged periods of the project being in a potential risk state.
- Opportunity to introduce a measurable approach to benefits.

9.2.2 **The Committee welcomed this approach and 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 and noted that the areas of change were highlighted within the covering report.

10.1.2 GB reminded the Committee of the intention to adopt the revised format, similar to the aligned directorate risk report, for future meetings.

10.1.3 **The Committee noted the report.**

10.2 **Committee Aligned Directorate Risks**

10.2.1 PS presented the Aligned Directorate Risks report to the Committee.

10.2.2 With regard to SDMP3/004 (Communication and Engagement), the Committee noted both the current risk rating (25) and target risk rating (4) and asked for an estimated timescale for this to be realigned. PS advised that the Public Consultation Team had been identified and it is anticipated that the Team will be in place by March 2022.

10.2.3 Brief discussion took place on the Committee's role to scrutinise strategic/directorate risks as well as the separate project risks and the ability to deep dive/spotlight the effectiveness of risk management process to seek assurance.

10.2.4 **The Committee noted the report.**

(L Barnes and S Semple joined at 1205 hrs)

10.3 **Risk Spotlight: POD 010 (Project Support)**

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

- Imminent proposals to reduce the overall risk rating from 16 to 12.
- Secured additional resources within POD.
- Continue to focus on the Annual Operating Plan to ensure quality of delivery and avoid over commitment of resources.
- PTFAS programme was a significant and critical project for the directorate.
- Early engagement was critical to support other change programmes.
- Overall number of vacancies (10) within the directorate. Ongoing challenges with external recruitment market and the need to identify early intervention required, ie market allowance.

10.3.2 **The Committee noted the report.**

(L Barnes and S Semple left at 1210 hrs)

11 **COMMITTEE ROLLING FORWARD PLAN**

11.1 **Committee Forward Plan**

11.1.1 No items were identified.

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

11.2.1 The Committee were reminded that a Budget Strategy/Development session was scheduled to be brought to the Board on 24 February 2022 and then formally to the Board meeting on 31 March 2022.

11.2.2 The following items were noted:

- PO Risk Register and the value of linking to Committee Aligned Directorate Risks. FT/NB to discuss further and confirm.

ACTION: FT/NB

12 **REVIEW OF ACTIONS**

12.1 HG confirmed that seven formal actions were recorded during the meeting.

13 **DATE OF NEXT MEETING**

13.1 The next meeting is scheduled to take place on Thursday 12 May 2022 at 1000hrs.

13.2 There being no further matters to discuss, the public meeting closed at 1232 hrs.

PRIVATE SESSION

14 **MINUTES OF PREVIOUS PRIVATE MEETING: 4 NOVEMBER 2021**

14.1 The minutes of the meeting held on 4 November 2021 were approved as a true record of the meeting.

15 **COMMAND AND CONTROL FUTURES (CCF) PROJECT**

15.1 **Command and Control Futures Project Update**

GMack presented the Periodic Update Report to the Committee providing an overview of the project timeline, progress against critical pathways and relevant events and issues.

15.2 **The Committee noted and thanked GMack for the update.**



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 7 actions. 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 six actions categorised as Green status and note no actions categorised as Yellow status on the action log.


CHANGE COMMITTEE ROLLING ACTION LOG


Committee Meeting: 3 February 2022						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
8.1.3	Portfolio Office Project Dashboard: Financial information/scale be provided against each individual project to assist in providing an overall sense of perspective on the size of the project.	PO	June 2022			Update (12/05/2022): New Outline Project Status report developed. Now requires a 'Test of Change' – budgetary information integrated as part of the new template. Interim Change Portfolio Financial Report developed to provide financial insight across Portfolio
8.2.5	People, Training, Finance and Assets System Programme Update: Clarification on the governance route for the business case and when this will be brought back to the Committee.	PO	May 2022		May 2022	Completed (12/05/2022): Business case on agenda (12 May 2022)
9.1.1	Portfolio Office Progress Update: Portfolio Office Function Strategy document has been drafted and once approved by the SMB, would be shared with the Committee for review/input	AM	June 2022			Update (12/05/2022): Strategy revisions required as a result of budgetary constraints 22/23 – Review of capabilities, services and resourcing required
9.1.2	Portfolio Office Progress Update: Head of Portfolio to discuss potential spotlight sessions with FT re Business Change Lifecycle Design.	AM	May 2022			Update (12/05/2022): Scheduling In-Progress with SFRS Committee Support.
9.1.3	Portfolio Office Progress Update: Timelines for the Internal Audit report to be reviewed to identify and ensure that it is submitted to the both Committees (Change and Audit & Risk Assurance).	PO	May 2022			Update (12/05/2022): Azets have received internal management response from Portfolio Office – Awaiting final draft from Azets for Strategic Leadership Team (SLT) review prior to governance circulation. (SLT – May 2022,

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						Change Committee (Off Table) – May 2022, Audit and Risk Assurance Committee – June 2022)
9.1.8	Portfolio Office Progress Update: Portfolio Office to look at how to manage the gap around benefits realisation for projects currently in progress.	PO	August 2022			Update (12/05/2022): Activity currently in progress – evaluating known benefit data for accuracy and validity. New benefits framework developed and conducting ‘Test of Change’ on select projects – New framework spotlight session and workshop scheduled.
11.2.2	Items for Consideration at Future IGF, Board and Strategy Day meetings: NB/FT to discuss presentation and alignment of PO Risk Register and Committee Aligned Risk Register.	FT/NB	May 2022			Update (12/05/2022): As work continues to develop the format of the PO risk register, further discussions with the PO Manager are ongoing.


ACTION LOG: Senior Management Board

 Task complete - to be removed from listing

 No identified risk, on target for completion date

 Target completion date extended to allow flexibility

 Target completion date unattainable, further explanation provided

Minute Ref	Meeting	Meeting Date	Action	Action Owner	Due Date	Completion Date	BRAG status	Position Statement
NA	SMB	20/04/22	LG to seek clarity when Scottish Government plan to update their timelines regarding Covid absences in the workplace	Lynsey Gaja	May-22			



Report No: C/CC/15-22

Agenda Item: 8

Report to:	CHANGE COMMITTEE							
Meeting Date:	12 MAY 2022							
Report Title:	ANNUAL VALUE ADDED STATEMENT 2021/22							
Report Classification:	For Decision	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>	<u>G</u>
1	Purpose							
1.1	The purpose of this report is to present the Change Committee (CC) Annual Value Added Statement 2021/22, outlining evidence of how the Committee supports the effective functioning of the Board.							
2	Background							
2.1	The Value Added Statement was introduced to support the Board's overall approach to reviewing the effectiveness of its Committee operating structure and further to this feeds into the Annual Governance Statement.							
3	Main Report/Detail							
3.1	A paper outlining the arrangements for reviewing the effectiveness of the Board and its Committees was approved at its meeting on 24 June 2021. The Annual Value Added Statement of this Committee will be appended to the subsequent paper which reports to the Board on these arrangements as supporting evidence.							
4	Recommendation							
4.1	The Committee is requested to approve the contents of the Annual Value Added Statement 2021/22 as set out in Appendix A and provide feedback as necessary.							
5	Key Strategic Implications							
5.1	Risk							
5.1.1	Information contained within this report highlights the benefits this Committee brings to the governance arrangements through the examination of strategic change and major projects activities. The CC will continue to further develop the risk tracking and risk monitoring for individual projects and consider the use of spotlighting certain risks where deemed appropriate and necessary.							
5.2	Financial							
5.2.1	The CC scrutinises and seeks assurance in relation to the planned levels of investment and anticipated benefits across the change portfolio within approved budgets, including the appropriate application of financial management practices throughout the delivery of change.							

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5.3 5.3.1	Environmental & Sustainability There are no environmental and sustainability implications arising from this report.
5.4 5.4.1	Workforce The CC reviews programme plans and project dossiers that relate to the workforce.
5.5 5.5.1	Health & Safety This report highlights the strategic change and major projects contribution towards improving the Health Safety and Wellbeing of all staff.
5.6 5.6.1	Training This report will support the Scottish Fire and Rescue Service (SFRS) Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2021/22.
5.7 5.7.1	Timing This report will support the SFRS Annual Governance Statement which will be presented to the Board as part of the Annual Report and Audited Accounts for 2021/22.
5.8 5.8.1	Performance Information contained within this report deems that there are no significant gaps in the performance of the CC.
5.9 5.9.1	Communications & Engagement This report provides an opportunity for CC members to review the contents and provide feedback prior to its submission to the Board on the arrangements for reviewing the effectiveness of the Board and its Committees.
5.10 5.10.1	Legal Production of this report is consistent with Scottish Fire and Rescue Service (SFRS) Committee arrangements and generally accepted principles of good corporate governance.
5.11 5.11.1 5.11.2	Information Governance <i>DPIA completed Yes/No. If not applicable state reasons.</i> <i>No DPIA was required for this paper as it contains no personal information.</i>
5.12 5.12.1 5.12.2	Equalities <i>EIA completed Yes/No. If not applicable state reasons.</i> Covered by the SFRS Corporate Governance Arrangements 2022 EIA.
5.13 5.13.1	Service Delivery There are no service delivery implications arising from this report.
6	Core Brief
6.1	Not Applicable.
7	Appendices/Further Reading
7.1	Appendix A – CC Annual Value Added Statement 2021/22

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Prepared by:	Heather Greig, Board Support Executive Officer	
Sponsored by:	Fiona Thorburn, Chair of the Change Committee	
Presented by:	Fiona Thorburn, Chair of the Change Committee	
Links to Strategy and Corporate Values		
This links to SFRS Strategic Plan 2019-22.		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Change Committee</i>	<i>12 May 2022</i>	<i>For Decision</i>



Change Committee

Annual Value Added Statement

2021/22

1 Purpose

The purpose of this statement is to give an overview of the added value of the Change Committee over the period April 2021 – March 2022, in its role as a Committee supporting the work of the SFRS Board. The statement forms part of the annual review of effectiveness of the Board and its Committees, and is incorporated into the Service's Annual Governance Statement.

2 Background

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

3 Summary of the Committee's Work During 2021/22

During the reporting period, the Committee has formally convened on 4 occasions and has sought and gained assurance around key aspects of the Change Programme. Covid has had a significant impact on build projects, particularly in relation to the management of time and costs. However, the Committee is satisfied that the Asset Management Team has managed these challenges as well as could be expected.

Once again this year, the challenges in successfully delivering the Command and Control Futures project have been significant and the deliverability of this key initiative continues to be in the balance. The Committee has spent considerable time scrutinising the Service's response to the difficulties encountered as a result of poor supplier performance. While the delays with this project are frustrating and have significant risks, it is hard to see what more could have been done to mitigate these. A great deal of focus (from both the Change Committee and the Service Delivery Committee) has been on seeking assurance that aging legacy systems continue to operate effectively and it seems that the additional investment in these systems will ensure they remain fit-for-purpose over the short-term.

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The projects within the SDMP Programme are critical to the delivery of the Service's vision and understandably have been a key focus of the Committee's work over this last year and will be again in 2022/23.

The People, Training, Finance and Assets Systems Programme has been scrutinised throughout the year and will remain a priority as further component projects emerge.

The professionalism of the Portfolio Office, and its supporting disciplines and systems, continues to develop and is vital to ensure the overall change programme is strategically aligned, planned, resourced and delivered. The Committee has welcomed the improved Dashboard reporting and has been encouraging swift progress around the disciplines of baselining and business case development; and the identification and tracking of benefits. Taken together, these improvements will enable important improvements in performance reporting.

4 Future Work Priorities of the Committee

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

As the Service moves forward with its future vision, the Committee will need to be aware of any significant changes that may impact on the way in which this evolves. The Committee will ensure alignment with the strategic plan and a future focus and emphasis around strategic change and ICT/Assets project work. In particular, the Committee will be seeking scrutiny and assurances regarding critical projects such as the Command and Control Futures and People, Training, Finance and Assets projects. As highlighted above, the Committee will continue to scrutinise and support the development of the Portfolio approach to Change including prioritisation.

5 Actions to Improve the Committee's Governance Arrangements

The Committee intends to continue to devote more time to ensure future business brought to the Committee is timely and appropriate, achieving this through having more agile agenda and forward planning arrangements in place. A key enabler of this approach is the improved performance reporting that is being developed by the Portfolio Office with the strong encouragement of this Committee.

Fiona Thorburn
Chair, Change Committee
May 2022



Report No: C/CC/08-22

Agenda Item: 9.1

Report To:	CHANGE COMMITTEE						
Meeting Date:	12 MAY 2022						
Report Title:	PORTFOLIO OFFICE PROJECT DASHBOARD (DATE AS AT: 22/04/22)						
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	Resourcing impact due to potential retirements due to Pension update.						
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 key dependencies and interdependencies with the On Call Improvement Programme (On Call IP), PTFAS, SDMP, Emergency Services Network (ESN), and Command and Control Futures (CCF) projects.						
3.3	<u>Cost</u>						
3.3.1	Emergency Services Network - 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 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. Potential impact on retirements due to Pension update.						

3.5	Other
3.5.1	Service Delivery Model Programme:
3.5.1.1	CRIM showing Red for Skills and Resources and Amber for time.
	Senior GIS Analyst roles have still to be filled thus having an impact on time and will impact time. Current Strategic Change Timeline containing SDMP milestones is being reviewed. Recommendations have been made within recent reporting to consider extending timeline. If approved, an extension would have a positive impact on the current RAG status.
3.5.1.2	Demand Based Duty Systems and Station & Appliance Review showing Amber for Time and Resources – as above, the successful appointment of a suitable SDMP GIS Analyst to support the delivery of the next iteration of the CRIM. This will provide a revised risk metric that will inform further assessment of our operational footprint including resource distribution and alignment to community risk and demand.
3.5.2	People, Training, Finance and Assets Systems Programme:
3.5.2.1	People, Payroll and Finance showing Red for Time and Amber for Skills and Resources. A review of the project plan is underway to ensure the timeline remains realistic and achievable, the review is a result of the recent Digital Scotland Services Standard Level 1 audit and recommendations. Project resources are being onboarded throughout April & May however a risk relating to operational resources availability has emerged.
3.5.2.2	Rostering showing Amber for Skills and Resources. There is a risk related to resource availability within Operations and Central Staffing in order to support the project.
3.5.3	On Call Improvement Programme:
3.5.3.1	Responding Options & Duty Systems Relationships
3.5.3.2	Attraction & Recruitment Improvements
3.5.3.3	Variable Contract Options & On Call Station Establishments
	All showing Amber for Time, Quality and Skills and Resources as additional resources request not currently supported and impact of pension remedy.
3.5.4	Command Control Futures – showing Red for Time and Amber for Cost, Quality and Skills and Resources.
	Time: Failure to achieve exit from user acceptance testing in Jan 22 and Airwave confirming that the data element of their connectivity work will now potentially slip 2-4 months. Remedial Advisor now appointed at SFRS Instruction.
	Cost/Quality/Skills and Resources - delay in delivery timeline that will impact on this year and next year's budget planning, the high number of defects, as highlighted by risk 3.4 and the impact of Systel resources on this project.
3.5.5	Emergency Services Network showing Red for Time and Amber for Costs, Quality and Resources. Delay with the Kodiak critical voice application and the development of options available to SFRS relative to Data.
3.5.6	McDonald Road Redevelopment - Museum of Fire showing Red for Time and Amber for Quality. Quality is Amber due to little progress being made during the last period of snagging. Completion date now expected to be July 22 instead of Mar 22.
3.5.7	Safe and Well showing Amber for Quality. The project has submitted a change request and revised dossier for the Committees scrutiny. An extension of time to the project will enable wider testing of Safe & Well elements and will support the projects return to green status for quality.

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 & 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.
5.6	Training
5.6.1	There are no direct Training implications associated with this report. Individual projects will communicate on regular bases as required.
5.7	Timing
5.7.1	There are no direct current implications associated with this report.
5.8	Performance
5.8.1	None
5.9	Communications & Engagement
5.9.1	Programme Officers will engage with Project Managers on a regular basis for updates to ensure Governance is being followed.
5.10	Legal
5.10.1	This report focuses solely on the introduction of management arrangements to support the delivery of programme objectives.
5.11	Information Governance
5.11.1	DPIA has not been completed. Each project will be assessed as part of the project management process.
5.12	Equalities
5.12.1	EIA has not been completed. Each project will be assessed as part of the project management process.
5.13	Service Delivery
5.13.1	Each project's impact is monitored at individual project level.

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6	Core Brief	
6.1	Not Applicable	
5	Appendices/Further Reading	
5.1	Appendix A – Project Dashboard	
5.2	Appendix B - West Arc – Change Request	
5.3	Appendix C - Safe & Well – Change Request & Dossier	
5.4	Appendix D – Youth Volunteer Scheme VS Evaluation Cover Paper and Report – for information	
Prepared by:	Programme Officers	
Sponsored by:	Paul Stewart, Assistant Chief Officer, Director of Service Development	
Presented by:	Gillian Buchanan, Portfolio Manager	
Links to Strategy		
We are fully accountable and maximise our public value by delivering a high quality, sustainable re and rescue service for Scotland.		
Governance Route for Report		Meeting Date
<i>Change Committee</i>		<i>12 May 2202</i>
		<i>For Scrutiny</i>

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

ON CALL 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
On Call IP - RESPONDING OPTIONS & DUTY SYSTEMS RELATIONSHIPS	Head of Operations, DACO David Farries	AC Richie Hall/AC Rab Middlemiss	Nov-21	Jun-23		✓					
Project Update:	Combining legacy Gartan and Rappel systems dictated/impacted by go live of Systel where timeframes are unable to be confirmed. Amber tolerance, Case for Change outcome On Call Support Team not substantiated but temporarily extended to March 2023 and additional resources requested unable to support at this time. Resource risk increased to 20 on risk register due to this and potential impact of pension remedy. This is further impacted for this project as both Project leads are due to retire May/June with RAG likely to increase to red										
Pathway to Green/Next Steps:	Project team scoping various workstreams that could be accelerated to support Staffing Solutions Team Skills & resource regular monitoring of the issue and potential impact/risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' and/or 'Quality'. This is further impacted for this project as both Project leads are due to retire May/June with RAG likely to increase to red										
Next Significant Milestone Forecast:	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). Scope out workload & dependences with key stakeholders such as ICT, PTFAS and Systel	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
On Call IP - RVDS ATTRACTION & RECRUITMENT IMPROVEMENTS	Head of Operations, DACO David Farries	AC Iain MacLeod/AC Jason Sharp	Nov-21	Apr-23		✓					
Project Update:	SFRR Website Content Updates; Implementation milestone Mar 2022 - Initial changes will be made to website content to reflect the adoption of On Call nomenclature. The Communications Team have engaged the services of an external digital consultants (Storm ID) to support the development of the website. It is proposed that the target completion date of Mar 2022 be extended to Sep 2022, in recognition of a number of factors, namely current limited website capabilities and that website content will require to be reviewed alongside the development of the revised Recruitment and Selection (R&S) process to ensure that new content accurately reflects the process and supporting arrangements. Full implementation aligned to the finalisation and implementation of the revised R&S process. Amber tolerance, Case for Change outcome On Call Support Team not substantiated but temporarily extended to March 2023 and additional resources requested unable to support at this time. Resource risk increased to 20 on risk register due to this and potential impact of pension remedy.										
Pathway to Green/Next Steps:	Skills & resource regular monitoring of the issue and potential impact/risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' and/or 'Quality'.										
Next Significant Milestone Forecast:	SFRR 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
On Call IP - VARIABLE CONTRACT OPTIONS & ON CALL STATION ESTABLISHMENTS	Head of Operations, DACO David Farries	Rachael Scott - Deputy Head of POD/AC David Sharp	Nov-21	Mar-23		✓					
Project Update:	Amber tolerance, Case for Change outcome On Call Support Team not substantiated but temporarily extended to March 2023 and additional resources requested unable to support at this time. Resource risk increased to 20 on risk register due to this and potential impact of pension remedy.										
Pathway to Green/Next Steps:	Skills & resource regular monitoring of the issue and potential impact/risk to agreed project milestones. Priority consideration is being given to the resourcing challenges and continuity across functions and working group members in recognition on the impact on 'Time' and/or 'Quality'										
Next Significant Milestone Forecast:	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	May-22	Review previous options explored as well as further research, benchmark and analysis of remuneration options and flexible solutions.	Jun-22	Develop and Define recommendations	Aug-22					

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

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:	<p>Time measure was moved to red (Feb 2022) following approval of this change at the January 2022 CCF Board. This decision reflected two areas of concern: firstly the failure to achieve milestone 2C (exit from user acceptance testing), scheduled for January 2022; this has triggered the issue of a formal/legal letter to the supplier seeking confirmation of the steps to be taken to remedy this and also advising that the SFRS is seeking to recover the costs arising as a result. The second factor that influences this move to red is Airwave confirming that the data element of their connectivity work will now slip 2-4 months until an as yet unconfirmed date in Q2 2022/23.</p> <p>Cost remains amber since June 2021 to reflect the delay in delivery timeline that will impact on this year and next year's budget planning.</p> <p>Quality continues to be an unchanged measure, reflecting the fact that the functionality and stability continues to be monitored through each of the iterative software releases, the next is due in the second week of April 2022 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.</p> <p>Skills and resources remains at amber consistent with the SMB guidance regarding the impact of Systel resources on this project.</p>												
Pathway to Green/Next Steps:	<p>Quality - stability being seen and measured, defects addressed and the next iterations of software being tested and bedded-in. It should be noted that. Following the January 2022 SLT workshop, a formal/legal letter was issued by the office of the SFRS Chief Officer, expressing his disappointment. Skills and Resources - delivery of all aspects of the rectification plan, as instructed to Systel on 11th March 2021 and the provision of a detailed project implementation plan (by the provider, expected April 2022) including adequate resourcing. In addition, a strategic engagement meeting between the SFRS DCO and Systel CEO took place April 2022.</p>												
Next Significant Milestone Forecast:	User Acceptance testing of CCMS completed by Systel and signed-off by SFRS.	Jan-22	Off track - expected Q2 2022/23										
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-28	✓	✓	✓		Long Term				
Project Update:	<p>Significant change to the Programme Transition date linked to the delivery of the Kodiak Push to Talk Application. A possible delay of 12-18 months is anticipated. The impact upon Airwave sustainability for critical voice is the reason time is now red. A report on an alternative ESN Connect Data only option is currently being researched by the Project Manager working with the Programme.</p>												
Pathway to Green/Next Steps:	<p>Project Board supported the development and research into the ESN Connect data only proposal. Meetings thereafter took place with the Programme and Scottish Government, Working and Steering Groups have been formed.</p> <p>Meetings have taken place with the Handsfree Group who supply the devices as well as Fleet management within SFRS. Further details behind this proposal will be presented to Project Board and SLT over the next month. This if adopted and financed will significantly de-risk a lot of the Project for SFRS particularly in the fleet risks.</p> <p>A proposed timeline of transition will form part of the PID to be submitted to the Programme, this again will be forwarded to PB and SLT for approval. One of the many benefits of this proposal is a slower time adoption of the product allowing greater pilot and testing opportunities which will impact on the Quality delivery element. The early recruitment of fitting resources (financed by the Programme for a partial fit of devices will again impact upon the resources scoring.</p> <p>Financing of this option between the Home Office and Scottish Government is one of the significant issues to resolve. 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.</p> <p>Anticipated transition to ESN Connect would be Summer 2023.</p>												
Next Significant Milestone Forecast:	Operational Evaluation complete	Jun-23	Adoption of ESN Connect (Transition)*	Est June 2023	Transition commences	Jun-24							
Project Name	Executive Lead	Project Manager	Project Start Date	Project End Date	Project Brief	Project Dossier	Risk Register	Time	Cost	Quality	Skills & Resource		
McDonald Road Redevelopment_ Museum of Fire	Acting Director of Asset Management Iain Morris	Cindy Cheong & Andrew McDermott	Apr-17	Mar-22	*	✓	✓						
Project Update:	<p>Main works (snagging, defects) there has been little progress made during the last period with 97.5% completion of the identified internal snagging and 1.9% completion for external snagging. Some specific outstanding works still to be completed however, supply problems are still being experienced.</p> <p>Museum works: Decoration, building services and flooring works completed on 28th February 2022. Good progress with the main museum off site manufacturing with 80% completed, installation is scheduled to commence on 9th May 2022 with a soft start on 12th April 2022 for lighting tracks.</p> <p>Post contract: Significant progress made during the last period with 90% completion. The only outstanding works are resin flooring and canopy remedials awaiting supply, all are scheduled to be complete by 15th May 2022.</p>												
Pathway to Green/Next Steps:	<p>Main Building cost: Pick Everard PM/QS to agree recent compensation events with the main contractor as well as agreeing a figure for any outstanding commercial matters. Cindy Cheong (CC) requested Pick Everard to review the commercial aspects of the project at the earliest opportunity so that clarity on cost is achieved and reported. This is ongoing.</p>												
Next Significant Milestone Forecast:	Museum of Fire	Mar-22	Expected 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		
West Asset Resource Centre	Acting Director of Asset Management Iain Morris	John Gillies	Aug-20	Jul-23	✓	✓	✓						
Project Update:	Works commenced on site on 21 February.												
Pathway to Green/Next Steps:													
Next Significant Milestone Forecast:	Completion of West ARC	Jun-23											
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	Aug-22	✓	✓	✓						
Project Update:	<p>The pilot remains on track for time. However, one element has not yet been tested and so is yet to be included in the pilot visits – the Progressive Web Application, which has been further delayed. The app will enable efficiencies and measurable improvements in the Safe and well visit process.</p>												
Pathway to Green/Next Steps:	<p>The project extension will support quality's return to green, this is however dependant in part upon the completion of Progressive Web Application testing and use within pilot visits. Indications from ICT are that this will be tested and useable in May.</p>												
Next Significant Milestone Forecast:	Deployment of S&W progressive Web App on to mobile device	Feb-22											

SCOTTISH FIRE AND RESCUE SERVICE

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PROJECT CHANGE REQUEST

Programme Number:

Agenda Item:

Project Name:	WEST ASSET RESOURCE CENTRE
Change Category:	SCOPE/QUALITY/COST
Change Number:	6
Request Date:	17/1/22
Project Manager:	JOHN GILLIES
Executive Lead:	IAIN MORRIS
1	Justification
1.1	Following submission on 21 st December 2021, of the contractor's Market Testing Costs for the West ARC and Stage 4 proposals, it has been identified that the returned costs are in excess of the approved project funding.
1.2	While an assessment of the returned costs is ongoing, it is anticipated that the construction sum will be in the region of that submitted. It is therefore considered appropriate that the Project Board undertake a review of the current financial position, with due consideration with regards to both this project and wider implications within SFRS.
1.3	The opportunity to amend project funding would allow for the West ARC project to be progressed in line with approved Scope and Programme requirements.
2	Description of Change
2.1	Increase the Project funding to allow for the recently submitted costs and allocation of some 10% contingency, all to the sum of £14.3m.
3	Reason for Change
3.1	<ul style="list-style-type: none"> The contractor's submitted costs are in excess of the previously estimated sum, with recent unprecedented events having resulted in significantly increasing the inflationary impact on construction costs. Assessment of Project Scope has failed to identify any areas of scope reduction that would significantly impact the construction sum without adversely impacting operational requirements of the West ARC. Lessons learned on recent projects has identified the requirement for project funding to include suitable contingency. For the West ARC this has currently been assessed at some 10%. A re-alignment of project funding to accommodate the Contractor's returned costs and identified contingency would allow for the delivery of the West ARC to SFRS core project requirements of quality and programme.
4	Impact Assessment
4.1	Impact on Scope
4.1.1	No impact on project scope is anticipated should this change be approved.

4.2	Impact on Risk	
4.2.1	Financial risks:	
4.2.2	while Risk Register item 14 has been realised with the known impact incorporated within the returned costs, there still remains the risk of further inflationary increase on material costs.	
4.2.3	Risk Register item 18 has now been realised with the return of costs in excess of funding levels. It is anticipated that any further impact of identified financial risks being realised would be accommodated within this proposed construction cost and noted contingency of 10%.	
4.3	Impact on Time	
4.3.1	While the contractor's submitted programme identifies site commencement and completion dates in advance of the approved programme, it is not anticipated that any formal change to the approved programme will be requested until an accepted programme is in place.	
4.4	Impact on Resources	
4.4.1	No impact on project resourcing is anticipated should this change be approved.	
4.5	Other	
4.5.1	Lessons learned on other development projects have identified significant financial pressures should appropriate funding not be available for contingency matters as the project is progressed. Such financial pressures often have an adverse effect on project delivery when measured against quality.	
5	Options Appraisal	
5.1	Long and Short Lists of Options	
5.1.1	<p>The following options have been identified:</p> <ul style="list-style-type: none"> • Option 1: Approve Change Request 6 to allow for project funding to be adjusted to accommodate the returned cost and identified contingency sum. • Option 2: Amend Change Request 6 to allow for project funding to be adjusted to accommodate the returned cost without the identified contingency sum. • Option 3: Dismiss Change Request 6 and delay progress works to undertake an investigation as to the impact of achieving a West ARC within previously approved funding levels. 	
5.2	Detailed Options Appraisal	
5.2.1	Option 1 – An adjusted funding level to accommodate the returned costs and appropriate contingency sum, would allow the West ARC project to be progressed and a Delivery Agreement put in place.	
5.3	Preferred Option	
5.3.1	Option 1 is preferred.	
6	Appendices/Further Reading	
6.1		
Prepared by:	John Gillies Project Manager	
Sponsored by:	Iain Morris, Acting Director of Asset Management	
Presented by:	John Gillies Project Manager	
Links to Strategy		
Governance Route for Report	Meeting Date	Comment
<i>Project Board</i>	20/01/22	<i>For Approval</i>
<i>SMB</i>		<i>For Approval</i>

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

SCOTTISH FIRE AND RESCUE SERVICE

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PROJECT CHANGE REQUEST

Programme Number: ST0011

Agenda Item:

Project Name:	SAFE & WELL
Change Category:	TIME
Change Number:	6
Request Date:	APRIL 2022
Project Manager:	GC LYNNE GOW
Executive Lead:	DACO ALI PERRY
1	Justification
1.1	Following a recent project progress review, it was identified that the current timeline for the pilot would not allow sufficient number of visits to be undertaken to provide the quality of data required for meaningful and quality evaluation.
2	Description of Change
2.1	The pilot of key elements of Safe and Well, due to be undertaken October 2021 to March 2022, were delayed following challenges to the Service affecting the timeline of User Acceptance Testing for the bespoke ICT S&W management system. These tests are now complete and pilot visits commenced utilising Community Safety Advocate pilot teams, February 2022.
2.2	This change request to extend the project timeline will ensure sufficient numbers of visits can be conducted to enable necessary data to be gathered to undertake a meaningful evaluation. It will also ensure there is time to engage and sign up partners to participate in the pilot; a key element to the Safe and Well project. This will improve upon the quality of outcome.
2.3	The findings of the pilot will be used to identify if any changes are required to the project (visit content, partner sign-up and referral processes, ICT system changes etc.). It will also support the development of an options appraisal for the future roll-out and delivery of Safe and Well. An outline of the changes are; <ul style="list-style-type: none"> • An extension of the pilot and evaluation timeline (stage 3) for an additional four months (May to August). • The associated resource and financial implications relevant to the amended timeline. <ul style="list-style-type: none"> - The inclusion of a Business Case to agree funding for resourcing the time extension (see appendix B). <p>Project Dossier amendments include;</p> <p>Project timeline April 2018 – 31st August 2022.</p> <p>7.3 Pilot of key elements of Safe and Well (February 2022 to July 2022)</p>

NOT PROTECTIVELY MARKED

<p>Evaluate S&W Pilot (July/August 2022) Present findings of pilot and seek direction on S&W implementation (end August 2022).</p> <p>7.0 Milestones (see below)</p>	
Appraisal paper on design and branding for S&W	July 2021
S&W staff training package complete	August 2021
Finalised ICT system build	August 2021
Suitable performance measures and evaluation criteria for S&W pilot established.	August 2021
Deployment of S&W progressive App on to CAT Laptop/Tablet	September 2021
Full ICT system User Acceptance Testing (UAT)	September 2021
Draft S&W Policy and all supporting documents, Procedure, Guidance, Forms, Risk Assessments	September 2021
Stage Three – Pilot of S&W (utilising Plan, Do, Study, Act model)	
Complete all preparations for extended pilot (pilot action plan)	September 2021
Pilot of key elements of S&W	February 2022 – July 2022
Evaluate S&W Pilot	August 2022
Present findings of pilot	End August 2022
Review Stage Four milestones	TBC
Stage Four – Roll out of S&W	
S&W ICT system transitioned to ICT business as usual	Date to be confirmed pending direction April 2022
Implement S&W Communication & Engagement strategy	
Roll out of ICT Training and hardware devices	
Implement S&W Training implementation plan	
Roll out of S&W across SFRS	
<p>12.0 Business Case (updated) April 2022. Following review of the project progress and to ensure all elements are piloted, an extension to the pilot phase (stage 3) for four months (May to August) for the resourcing of costs of the Safe & Well Project Manager (£30k), a summary Business Case is attached (appendix B).</p>	
3	Reason for Change
3.1	<p>Challenges for the Service that impacted the timeline of UAT testing resulting in the pilot schedule being adjusted by approximately four months. An extension will:</p> <ul style="list-style-type: none"> • allow a planned period of six months to undertake pilot visits • allow elements yet to feature in the pilot visits the opportunity to be evaluated. • enable a robust evaluation period • allow us to benefit from greater partner engagement • allow feedback and analysis of a major SFRS project prior to wider implementation • allow project progress whilst a suitable roll out date is identified • Contribute to delivering a quality product • Ensure good project governance
4	Impact Assessment
4.1	Impact on Scope
4.1.1	The scope of the project remains unchanged.

NOT PROTECTIVELY MARKED

4.2	Impact on Risk
4.2.1	A project risk register is maintained and continually reviewed and updated by the Project Manager. There are no risks considered to be impacted by this change.
4.2.2	An extension of time may mitigate the risks associated with being able to pilot all elements of the S&W management system.
4.3	Impact on Time
4.3.1	The project timescales are challenging to produce sufficient data to undertake quality evaluation. The four-month extension of time will increase the number of visits and the quality of findings to report.
4.3.2	The implementation and full roll-out of S&W will be revisited after the evaluation of the pilot and following further strategic direction.
4.4	Impact on Resources
4.4.1	People resources and pressures on key supporting functions are challenging. The project will require continued stakeholder buy in.
4.4.2	Following consultation with the project finance business partner and Portfolio Office, a business case to support the resource funding is required for this extension (attached). Funding for the project expired on 31 st March 2022.
4.4.3	The initial dossier specified a project end date of 29/4/22. However, funding was only formally agreed to 31 st March 2022. Due to the one months' discrepancy, while the project is only seeking approval for four months' beyond the specified project end date, to achieve this the project requires an additional five months funding.
4.4.4	A further business case would be developed to support future options and implementation.
4.5	Impact on Interdependencies
4.5.1	None identified.
5	Options Appraisal
5.1	Long and Short Lists of Options
5.1.1	Do nothing. The project will end on 29th April. The pilot visit would require to stop now (approx. 89 visits) to undertake the evaluation. This would mean the project is unable to test and evaluate the partner sign-up and referral processes, a key element of the project.
5.1.2	Extend the project for four months This would allow for more visits, more partner sign-ups and a quality evaluation period. This will also allow an internal communication/education period with staff on Safe and Well.
5.2	Detailed Options Appraisal
5.2.1	The expected outcome of the "do nothing" option will be that the number of visits, partner referral sign ups and use of all the project material for piloting will be very limited. This option anticipates an approximate visit number of approx 100 visits with limited partner engagement. <ul style="list-style-type: none"> - Financial savings realised through staff costs (£60k as outlined in the Business Case) - A number of elements will not be tested; Progressive Web Application (PWA), Partner Sign up and referral processes. - Reduced engagement opportunity and education of S&W during the live pilot which could encourage misinformation to continue.

NOT PROTECTIVELY MARKED

	<ul style="list-style-type: none"> - Risks (as captured in the risk register) include reputational risk to the service; in particular, any untested partner referral processes. <p>An extension to the project will increase the visit numbers by an additional 200 approximately. The extension will allow partner engagement and testing of partners referral processes.</p> <p>Benefits</p> <ul style="list-style-type: none"> - Wider data set that will improve the quality of the evaluation allowing all design elements to be piloted. - Employee education around S&W will be much improved due to the opportunity to engage meaningfully as the pilot is underway. - Reputational risks are lessened by the opportunity to engage with partners who emerge during the life of the pilot <p>Dis-benefits</p> <ul style="list-style-type: none"> - The financial cost is in resourcing (see business case) 		
5.3	Preferred Option		
5.3.1	Extend the Pilot.		
	<p>The Senior Management Board are asked to approve the changes outlined and associated amendments to the project dossier, allowing an extension of four months to the project. SMB are also asked to approve the funding required for this option (Business Case attached).</p>		
6	Appendices/Further Reading		
6.1	Appendix A - Amended Project Dossier		
6.2	Appendix B – Summary Business Case Link to Risk Register		
Prepared by:	GC Lynne Gow		
Sponsored by:	DACO Ali Perry		
Presented by:	DACO Ali Perry		
Links to Strategy			
<p>This project links to the SFRS Strategic Plan 2019-22 outcomes one and four including related objectives:</p> <p>Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.</p> <p>1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing. 1</p> <p>1.3 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland’s built environment and supporting economic growth.</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> <p>4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.</p> <p>4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.</p>			
Change Request History		Meeting Date	Comment
<i>Change to Scope and Schedule</i>		<i>28 October 2019</i>	<i>Approved</i>

NOT PROTECTIVELY MARKED

<i>Change to Schedule</i>	<i>19 August 2020</i>	<i>Approved</i>
<i>Change to Cost</i>	<i>20 January 2021</i>	<i>Approved</i>
<i>Change to Scope, Time, Resource and Cost</i>	<i>14 July 2021</i>	<i>Approved</i>
<i>Change to Time</i>	<i>23 February 2022</i>	<i>Approved</i>
Governance Route for Report	Meeting Date	Comment
<i>Project Board</i>	<i>23^d February 2022</i>	<i>Approved with minor changes</i>
<i>Senior Management Board</i>	<i>16th March 2022</i>	<i>Approved with amendments*</i>
<i>Senior Management Board</i>	<i>20th April 2022</i>	<i>Approved</i>
<i>Change Committee</i>	<i>12th May 2022</i>	<i>For Scrutiny</i>

Notes:

*amendments to request additional time were agreed and an update change request to be circulated to SMB members. Subsequent discussions re the requirement for a business case has resulted in the papers being resubmitted for approval.



Programme Number: ST0011

Agenda Item:

Project Name:	SAFE AND WELL (S&W)
Project Start Date:	1 APRIL 2018
Project Finish Date:	31 AUGUST 2022
Project Manager:	GROUP COMMANDER LYNNE GOW
Executive Lead:	HEAD OF PREVENTION & PROTECTION ALASDAIR PERRY
Author:	GROUP COMMANDER LYNNE GOW
Version:	8.0
Reason for Revision:	AMENDMENT TO PROJECT DOSSIER TO INCLUDE AN EXTENSION TO TIMELINE
1.0	Business Need
1.1	The Fire and Rescue Framework for Scotland 2016 which came into effect from 1 st September 2016 sets out the Scottish Governments expectations of the Scottish Fire and Rescue Service (SFRS). The Framework highlights the purpose of the SFRS and the role the service plays in the delivery of national outcomes. It also emphasised the on-going drive to reform public services, built on the four pillars of the Christie Commission and specified that transformation of the SFRS was to be one of ten Strategic Priorities set by Scottish Ministers. It states that the SFRS should continue to ensure that the benefits of Fire Reform are fully realised, evidenced and tracked, and it should explore through service redesign new and innovative ways in which it can improve the safety and well-being of communities throughout Scotland by building on the traditional roles carried out by the Service.
1.2	A key outcome within the SFRS strategic plan 2019-2022 states that “collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth”. This is underpinned by the Services strategic objective to continue to work with its partners to ensure targeted prevention and early intervention are at the heart of what they do to enhance community safety and wellbeing. In accordance with this objective the Service will continue to review and evolve prevention activities to ensure both strategic objectives and outcomes are realised and continue to contribute to creating better outcomes for the people of Scotland.
1.3	One aspect of the SFRS vision is the proposed extension of a firefighter’s prevention role to support improving health and quality of life outcomes for those most at risk in their communities. The prevention work undertaken by the SFRS has already contributed to a significant reduction in fires and fire deaths. However, the risks facing Scotland have changed and the SFRS must change to meet them. Whilst fires are reducing the communities of Scotland are facing new and emerging risks. The population is ageing with a significant rise in the number of over 65’s predicted over the next 20 years. These trends will increase the number of people who are at risk of fire and other forms or preventable harm, such as trips and falls, within the home environment.
1.4	SFRS currently has access to around 72,000 homes per year through the Home Fire Safety Visit (HFSV) programme. These visits tend to focus on the associated fire risks and whilst

1.5	<p>there is evidence of wider partnership working across Scotland within certain areas looking at other areas of risk during visits, there is no consistent approach to this. Our brand and the esteem in which the service is held gives us access to people's homes that others cannot achieve. People seem more likely to engage in difficult conversations with our staff than others, perhaps this is due to the public perception of the service being broadly neutral. This provides significant opportunities for the service to support our partners in improving health and quality of life outcomes for those most at risk in their communities.</p> <p>The access that SFRS has, to the homes of the most vulnerable, is a vehicle to compliment these improvements with firefighters facilitating direct contact with vulnerable people and delivering advice and interventions on behalf of our partners, and identifying people who might benefit from a referral into specialist services. By extending the SFRS expertise in prevention, they can make a direct and meaningful contribution to improving wellbeing and reducing demand, including the financial burden across the public sector.</p>
2.0	Specific Project Objectives
2.1	This updated dossier focusses on stage three of the project: the pilot of all relevant systems & processes of the project. An evaluation of these will look forward to stage four of the project where an options appraisal will be forthcoming for consideration, following the appropriate governance arrangements.
2.2	The creation of a S&W Visit, which builds upon the Home Fire Safety Visit (HFSV) model, will incorporate wider health and social care considerations to support those most at risk across Scotland's communities.
2.3	By expanding the scope of our home visits to look at other risks, alongside fire risk, SFRS will increase public value and support partners to deliver national and local outcomes.
2.4	The S&W programme will continue to reduce fire incidents, injuries and deaths amongst those communities who are most at risk. This will not dilute our core duty to provide fire safety education.
2.5	SFRS has a strong brand and trusted reputation which helps to access and engage hard to reach communities. This will be utilised to help provide information and support to those most in need.
2.6	SFRS currently has access to around 72,000 homes per year through the HFSV programme. This provides significant opportunities to deliver advice and interventions on behalf of our partners, and identify people who might benefit from a referral into specialist services.
2.7	By delivering early interventions, and working with our partners, SFRS will enable people to maintain independence, improve personal resilience and their quality of life.
3.0	Scope
3.1	<p>The following is within the scope for this project:</p> <ul style="list-style-type: none"> a) Undertake a scoping exercise to determine current SFRS partnership activity and identify good practice from other United Kingdom Fire and Rescue Services. b) Liaise as appropriate with SFRS Legal Services. c) Liaise as appropriate with SFRS Risk Management regarding insurance issues. d) Identify and agree S&W Visit content, timescales and capacity requirements. e) Identify Information and Communication Technology (ICT) requirements and associated capacity and financial considerations. f) Engage with partners and communities to agree the scope of S&W.

	<ul style="list-style-type: none"> g) Liaise with partners regarding referral pathways and prioritisation including options on how visits would be arranged (use of call centre etc.). h) Liaise with Data Performance Services to identify risk factors that could be used to prioritise S&W visits (analysis of IRS/FI data etc.). i) Liaise with partners to agree any required reciprocal training. j) Discuss and agree targets and outcomes with partners. k) Consider partner secondments both in and out to support S&W delivery. l) Liaise with executive lead/ project manager/Response and Resilience Directorate/Service Delivery areas regarding the introduction of Rural Full Time Posts/ Rapid Response Units and subsequent use of staff in rural areas. m) Liaise with executive lead/ project manager regarding new duty system for wholetime duty system personnel. n) Consider and put forward business case for the creation of local S&W teams. o) Agree data sharing methodology and develop relevant Service Level Agreements (SLA's)/Information Sharing Protocols (ISP's)/Memorandum of Understandings (MOU's) for sharing data with partners. p) Ensure the security of data/information, both storage/ sharing and ensure compliance with General Data Protection Regulations. q) Identify and progress any Disclosure/ Protection of Vulnerable Groups Scheme requirements for S&W with Programme Office/ Legal Services and HR. r) Fully cost S&W programme and delivery for inclusion in budget. s) Design, develop (procure if appropriate) and implement a S&W ICT management system. t) Consider any resource/equipment requirements including potential use of tablets/ mobile data systems/ terminals and factor in procurement process where appropriate. Explore the potential to utilise systems used for gathering Operational Intelligence. u) Align new equipment with Health and Safety requirements. v) Design and develop a S&W policy/ framework and all supporting documents including guidance/ procedures/ forms/ risk assessments. w) Undertake appropriate risk assessments to support policy and procedures. x) Engage with HR regarding contractual agreements for additional FF roles. y) Identify all training requirements and liaise with Training to agree, develop and deliver an appropriate training programme. z) Undertake a pilot and test of change of the key S&W elements. aa) Deliver a phased roll out of S&W across SFRS. bb) Consider and deliver communications and engagement with both SFRS staff and members of the public. cc) Identify, advise and escalate risk and issues, as appropriate. dd) Review and address where appropriate equality implications of the project. ee) Establish appropriate performance information and evaluation criteria to be utilised in support of the SFRS performance management framework and measure success of S&W initiative. ff) Agreeing, establishing and supporting task and finish/ sub groups as part of the project. gg) Ensuring the development of all project reports in accordance with the project timescales and relevant governance arrangements.
4.0	Exclusions
4.1	There are a number of areas of work that will impact upon the delivery and implementation of S&W which do not form part of this project:

	<ul style="list-style-type: none"> a) Provision of specialist equipment as part of the visit. b) Responding to health incidents i.e. responding to falls. c) Lone working policy. d) Volunteer policy.
5.0	Requirements
5.1	<p>To successfully implement S&W, there are a number of requirements identified as being necessary for this project:</p> <ul style="list-style-type: none"> a) Executive Lead and Project Manager identified to deliver project. b) Oversight and support from the Portfolio Office. c) Cross Directorate support and involvement in the research, scoping, design and implementation of S&W. d) External partner support and involvement in the research, scoping, design and implementation of S&W. e) Support from ICT regarding the design and development of a suitable S&W ICT management system. f) Although the actual amounts are still to be confirmed following the research/scoping phase, there will be financial/resource implications of the project for areas such as; ICT development, training, secondments, data expertise, call centre etc. As soon as practicable the necessary business cases will be developed and submitted. g) Support from Training, Safety and Assurance and Service Delivery Areas to develop and deliver the required training programme for S&W. h) Support from the Strategic Planning, Performance and Communications Directorate in the development and mainstreaming of suitable performance measures and evaluation criteria for S&W. i) Support from Corporate Communications in the development and implementation of a suitable communication and engagement strategy for S&W. <p>Appendix 1 illustrates the project management arrangements that will be used to coordinate these requirements in the delivery of the S&W project.</p>
6.0	Outputs
6.1	<p>The projected outputs of the S&W project are detailed below:</p> <ul style="list-style-type: none"> a) Agreement and establishment of scope and content of S&W. b) Agreement and establishment of referral pathways and prioritisation. c) Agreement of data sharing methodology and development of SLA's/ MOU's and ISP's with key partners. d) Design and implementation of S&W ICT management system and all relevant hardware/ software. e) Development and implementation of S&W framework/policy, procedures and guidance documentation. f) Design and delivery of all training requirements for S&W. g) Analysis of pilot and test of change of key elements of S&W h) Implementation of a phased roll out of S&W across the SFRS. i) Communication and engagement activity to support the delivery of S&W. j) Development and mainstreaming of suitable performance measures and evaluation criteria for S&W.

7.0	Milestones		
	Milestone	Anticipated Delivery Date	
7.1	Stage One – Research & Design of S&W		
	Undertake significant research and scoping work to develop and agree the scope and content S&W to be delivered by SFRS. This includes: a. Determining current SFRS partnership activity and research on S&W conducted by other UK Fire and Rescue Services b. Identifying and considering options for Safe and Well Visit including content, timescales and capacity requirements c. Identifying ICT requirements and associated capacity and financial considerations d. Engaging with partners and communities to agree the scope of S&W e. Liaising with partners regarding referral pathways and prioritisation f. Liaising with Data Performance Services to identify risk factors that could be used to prioritise S&W visits (analysis of IRS/ FI data etc.)	April 2019	
	Discuss and agree targets and outcomes with partners	April 2019	
	Fully cost S&W programme and delivery for inclusion in budget	April 2019	
	Liaise with executive lead/ project manager/ Response and Resilience directorate/Service Delivery areas regarding the introduction of Rural Full Time Posts/ Rapid Response Units and subsequent use of staff in rural areas	April 2019	
	Consider and put forward business case for the creation of local S&W teams	October 2019	
	Liaise with executive lead/ project manager regarding new duty system for wholetime duty system personnel	December 2019	
	Stage Two – Development of S&W Systems and Processes		
	7.2	Liaise with partners to agree any required reciprocal training	December 2019
		Training Strategy - development and delivery including all training requirements.	December 2019
		Basic ICT system build	March 2020
		Fire Tablet availability	March 2020
		1 st phase ICT system build	July 2020
		Communication Strategy and Internal and External Engagement Plan	August 2020
		Establish Data Sharing agreement as part of the partnership pack	August 2020
		Training Implementation Plan - develop and schedule training programme	September 2020
		ICT/P&P system user testing for all requirements built up to July 2020	September 2020
		Design and develop branding for S&W	October 2020
Consider partner secondments both in and out to support S&W development and delivery	October 2020		

7.3	Provide options to replace current external contact centre	December 2020
	Establish National and Local partnerships to support the S&W Visit topics and referral pathways	December 2020
	Appraisal paper on design and branding for S&W	July 2021
	S&W staff training package complete	August 2021
	Finalised ICT system build	August 2021
	Suitable performance measures and evaluation criteria for S&W pilot established.	August 2021
	Deployment of S&W progressive App on to CAT Laptop/Tablet	September 2021
	Full ICT system User Acceptance Testing (UAT)	September 2021
	Draft S&W Policy and all supporting documents, Procedure, Guidance, Forms, Risk Assessments	September 2021
	Stage Three – Pilot of S&W (utilising Plan, Do, Study, Act model)	
	Complete all preparations for extended pilot (pilot action plan)	September 2021
	Pilot of key elements of S&W	Feb 2022 – July 2022
	Evaluate S&W Pilot	July/August 2022
	Present findings of pilot	end August 2022
	Review Stage Four milestones	TBC
	Stage Four – Roll out of S&W	
	S&W ICT system transitioned to ICT business as usual	Date to be confirmed pending direction April 2022
	Implement S&W Communication & Engagement strategy	
	Roll out of ICT Training and hardware devices	
	Implement S&W Training implementation plan	
Roll out of S&W across SFRS		
8.0	Dependencies	
8.1	The implementation of S&W into the SFRS will see a wide range of cross Directorate/Area dependencies. These will include P&P, SDA's, Training, ICT, Finance, HR, Information Governance, Service Delivery, Performance Data Services, Health & Safety, Corporate Communications, Legal Services, Risk Management, and Equality & Diversity.	
8.2	To assist with managing these dependencies and provide the appropriate level of governance a S&W project board has been created with the membership reflecting cross directorate/ areas of the SFRS that are required to work together to support successful delivery of this project.	
8.3	Some of the key dependencies are: a) Staff Terms & Conditions. b) Potential impact of other programmes of work on S&W project. c) Effective communication and engagement strategy, deployed as needed throughout the life of the project. d) Involvement and support from external agencies/organisations. e) Development and agreement of appropriate SLA's/ MOU's/ISP's and compliance with General Data Protection Regulations (GDPR). f) Availability of funds to support the project. g) Design, development and implementation of S&W ICT management system including all relevant software/ hardware. h) Development and delivery of suitable training strategy.	

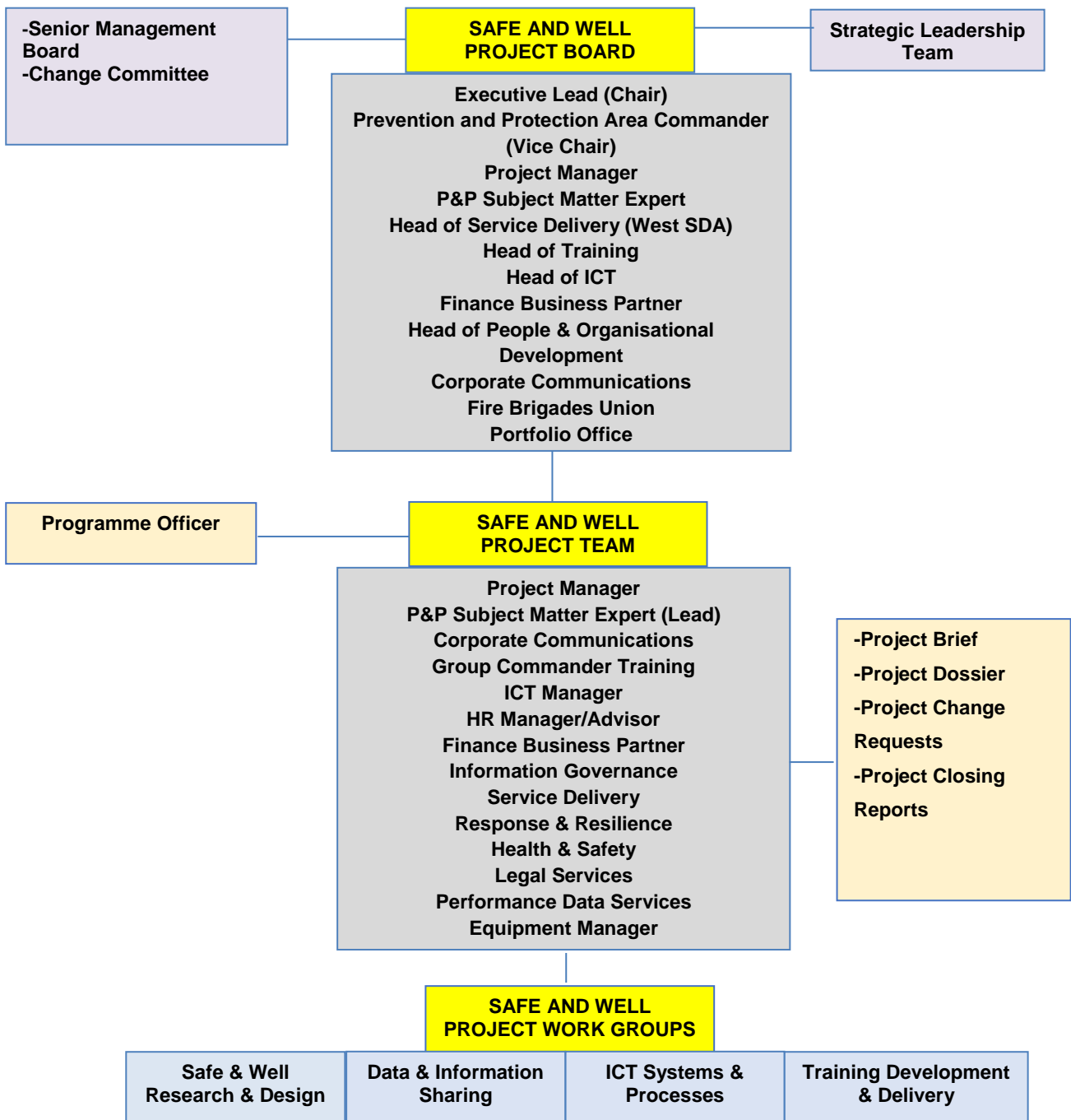
9.0	Stakeholders
9.1	The following are the key stakeholders in respect of this project:
9.2	<p><u>Internal:</u> All SFRS employees, employee representatives and SFRS Board members. In particular the following areas/directorates:</p> <ul style="list-style-type: none"> a) Corporate Communications b) Equality and Diversity c) Finance d) People and Organisational Development e) ICT f) Information Governance g) Legal Services h) Performance Data Services i) Prevention and Protection j) Risk Management k) Service Delivery/ Local Senior Officer Area's l) Training, Safety and Assurance m) Operational Strategy & Development
9.3	<p><u>External:</u></p> <ul style="list-style-type: none"> a) Community Planning Partners b) Health and Social Care Partners c) Housing Partners d) Local Authorities e) Scottish Government f) Scottish Community Safety Network g) Third Sector Organisations h) Representative Bodies
10.0	Consultation and Engagement
10.1	In support of the SFRS Portfolio of work, in-depth communications and engagement strategies are being developed and implemented, covering both SFRS staff and external stakeholders.
10.2	A representative from Corporate Communications will be a member of the project team and as part of the S&W project a specific objective will be to consider and deliver appropriate communications and engagement activity. A key focus of this will be to generate understanding of the scope of the S&W visit and to communicate this effectively with colleagues, stakeholders and the public.
11.0	Risks
11.1	A separate risk register has been developed for this project with key risks having been identified.
11.2	The risk register will be continually reviewed and updated as the project progresses.

12.0	Business Case	
12.1	Original Submission date:	October 2019
	Approval date:	March 2020
	Approved by:	SLT
	Comments:	December 2020 additional funds of £50k allocated to S&W ICT Capital budget and reflected in monthly capital monitoring reports. July 2021 resource requirements to be extended for the duration of the agreed extension, to include staff salary costs. 2021 Training budget to be released, but will be required for any future roll out. April 2022. Resourcing (staff salary of Project Manager) costs of five months required to extend the project to August 2022.
13.0	Acceptance Criteria	
13.1	<p>The following criteria will be used to assess the successful delivery of this project:</p> <ul style="list-style-type: none"> a) Agreement and establishment of scope and content of S&W b) Agreement and establishment of referral pathways and prioritisation c) Agreement of data sharing methodology and development of SLA's/ MOU's with key partners d) Design and implementation of S&W ICT management system and all relevant hardware/ software e) Development and implementation of S&W framework/ policy, procedures and guidance documentation f) Design and delivery of all training requirements for S&W completed g) Successful implementation of a phased roll out of S&W across the SFRS h) Effective Communication and Engagement Plan implemented for S&W i) Development and mainstreaming of suitable performance measures for S&W 	
14.0	Benefits	
14.1	<p>The following benefits have been identified as part of this project:</p> <ul style="list-style-type: none"> a) The creation of a S&W Visit, which builds upon the HFSV model, will incorporate wider health and social care considerations to support those most at risk across Scotland's communities. b) SFRS has a strong brand and trusted reputation which helps to access and engage hard to reach communities. c) S&W will provide the opportunity to deliver advice and interventions on behalf of our partners, and identify people who might benefit from a referral into specialist services. d) Development of closer and more effective partnership working arrangements with key agencies/organisations. 	
15.0	Disbenefits	
15.1	The disbenefit to this project will be the associated costs.	
16.0	Performance Measures	
16.1	As well as fire related outcomes, the S&W performance will need to reflect wider health and wellbeing outcomes. Prevention is difficult to measure, but the SFRS will be able to report on numerical measures, including visits undertaken, referrals on to other partners and the provision of safety / prevention / health information. As part of the project group, consideration will be given to additional performance measures around the quality of the visits and staff satisfaction etc. An initial benefit profile summary has been developed for the S&W project which will be continually reviewed/ updated during the life of the project.	

	It is highlighted within the initial benefit profile summary that once the scope and content of Safe & Well is developed/ agreed, that appropriate performance measures will then be identified.
16.2	Ultimately the introduction of S&W aims to have a positive impact on a number of outcome related performance measures including the reduction of fire related incidents within dwellings, the number of fire casualties encountered in dwelling fires and a reduction in those being exposed to other forms of unintentional harm accidents/injuries.
16.3	The outcomes of S&W will be reflected in Service performance measures. These will be identified and agreed with the Strategic Planning, Performance and Communications Directorate and aligned to the SFRS Performance Management Framework.
17.0	Project Tolerances
17.1	The project tolerances identified are time and cost; <ul style="list-style-type: none"> • Time is +/- 3 months for project milestones • Cost is 10 % of overall budget as allocated through business case process
18.0	Project Management Team Structure
18.1	The outline project management team structure can be found in Appendix 1. This may be augmented with additional members where the project management team deems this to be necessary.
19.0	Project Role Descriptions
19.1	<u>Executive Lead</u> The Executive Lead is ultimately responsible for the project. Their role is to ensure that the project is focussed throughout its life on achieving its objectives and delivering the S&W project to achieve the benefits identified.
19.2	<u>S&W Project Board</u> The S&W Project Board supports the executive lead and is responsible for the direction of the project within the remit established.
19.3	<u>S&W Project Manager</u> The Project Manager has the authority to run the project on a day to day basis on behalf of the executive lead and the project board within the constraints laid down by them.
19.4	<u>S&W Project Work Groups</u> Each project work group lead will support the Executive Lead and Project Manager via the S&W board, by coordinating the activities of their group to deliver against their respective areas of responsibility.
20.0	Project Team Meeting Schedule
20.1	S&W Project Board will meet regularly and as required for the duration of the project. S&W Project Team will meet every two months for the duration of the project S&W Task and Finish sub groups will meet at a duration to be agreed and until the particular component/task they have responsibility for is developed/completed.
21.0	Equality Impact Assessment
21.1	An Equality Impact Assessment (EIA) has been developed for the overarching SFRS change vision. This has been complimented by a specific EIA for the S&W project and includes work around an equality gathering and monitoring process for S&W.

22.0	Privacy Impact Assessment	
22.1	A privacy impact assessment has been developed for the Safe & Well project.	
23.0	Appendices/Further Reading	
23.1	Appendix 1: Project Management Arrangements.	
Links to Strategy		
<p>This project links to the SFRS Strategic Plan 2019-22 outcomes one and four including related objectives:</p> <p>Outcome 1 - Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.</p> <p>1.1 We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.</p> <p>1.3 We will enforce fire safety legislation in a risk-based and proportionate manner, protecting Scotland's built environment and supporting economic growth.</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> <p>4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland.</p> <p>4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services.</p>		
Governance Route for Report	Meeting Date	Comment
<i>S&W Project Team</i>	<i>27 June 2018</i>	<i>Noted</i>
<i>S&W Project Board</i>	<i>TBC</i>	<i>Approved for submission</i>
<i>Programme Office Board</i>	<i>23 January 2019</i>	<i>Approved</i>
<i>Transformation and Major Projects Committee</i>	<i>7 February 2019</i>	<i>Approved</i>
<i>Programme Office Board (Revision 2)</i>	<i>28 October 2019</i>	<i>Approved</i>
<i>Project Team</i>	<i>6 November 2019</i>	<i>Noted</i>
<i>Transformation and Major Projects Committee</i>	<i>7 November 2019</i>	<i>Scrutiny provided</i>
<i>S&W Project Team (Revision 3)</i>	<i>24 June 2020</i>	<i>Noted</i>
<i>S&W Project Board</i>	<i>01 July 2020</i>	<i>Approved for submission</i>
<i>Senior Management Board</i>	<i>19 August 2020</i>	<i>Amendments requested prior to approval</i>
<i>Transformation and Major Projects Committee</i>	<i>5 November 2020</i>	<i>Scrutiny provided</i>
<i>Senior Management Board</i>	<i>20 January 2021</i>	<i>Approved with minor amendments</i>
<i>Transformation and Major Projects Committee</i>	<i>04 February 2021</i>	<i>Scrutiny provided</i>
<i>S&W Project Board</i>	<i>14 July 2021</i>	<i>Approved</i>
<i>Senior Management Board</i>	<i>14 July 2021</i>	<i>Approved</i>
<i>Change Committee</i>	<i>05 August 2021</i>	<i>Scrutiny provided</i>
<i>S&W Project Board</i>	<i>23 February 2022</i>	<i>Approved</i>
<i>Senior Management Board</i>	<i>16 March 2022</i>	<i>Approved with amendment to timeline</i>
<i>S&W Project Board (by circulation)</i>	<i>4th April 2022</i>	<i>For information/comment</i>
<i>Senior Management Board</i>	<i>20th April 2022</i>	<i>Approved</i>
<i>Change Committee</i>	<i>12th May 2022</i>	<i>For scrutiny</i>

Appendix 1: Project Management Arrangements



SCOTTISH FIRE AND RESCUE SERVICE

Senior Management Board



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Report No:

Agenda Item:

Report to:	SENIOR MANAGEMENT BOARD						
Meeting Date:	16 FEBRUARY 2022						
Report Title:	EVALUATION OF SFRS YOUTH VOLUNTEER SCHEME 2020-2021						
Report Classification:	For Information Only	<p>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 advise the Senior Management Board (SMB) of a 'Year One' Evaluation which was carried out from March 2020 to March 2021 of the Scottish Fire and Rescue (SFRS) Youth Volunteer Scheme (YVS).						
2	Background						
2.1	In 2019, the SFRS Transformation Programme recommended the development and implementation of the SFRS YVS which would strengthen and build on the existing Youth Engagement work and the Youth Employment Strategy, aligning with the Scottish Government's agenda and priorities in terms of reducing inequalities, promoting citizenship and health and wellbeing.						
2.2	Launched in February 2020, the YVS is a national youth initiative that creates opportunities to improve life chances and empower young people to work together for a safer Scotland. It provides a safe, welcoming, enjoyable and fun environment where Youth Volunteers (YVs) can learn as individuals, develop positive relationships, develop their skillsets and make a valuable contribution to their local communities whilst gaining a unique insight into life at a working fire station.						
2.3	In the initial project planning stage of the YVS, SFRS received support from the Scottish Government who funded the start-up costs of 15 units. This included six legacy youth engagement schemes which were transitioned to the YVS.						
2.4	Following the first year of delivery, the Community Safety Engagement (CSE) national team undertook an evaluation of the scheme to determine the impact that being part of YVS had on young people and Volunteer Youth Instructors (VYIs), and the difference it has made to them and their communities.						
3	Main Report/Detail						
3.1	The evaluation report fulfils the objectives of the CSE Planning and Evaluation Policy and Procedure which includes a commitment to continuous improvement and the creation of a culture of reflection and review that helps staff to improve the quality of their work and the services they deliver. It also aligns with Objective 1.3 of the SFRS Strategic Plan 'we will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.'						
3.2	Prior to commencing the evaluation, personnel used a Planning and Evaluation Toolkit to set out what was required within the evaluation; how it correlated with organisational and						

	<p>higher-level strategic objectives, resources required, activities and participants. As the Planning and Evaluation Policy promotes outcome focussed evaluation, a set of outcomes which aligned with a set of higher-level outcomes and a set of indicators were produced which would help form the evaluation.</p>
3.3	<p>The evaluation report 'tells the story' of young people engaged across 10 initial units in Scotland. The evaluation also sought feedback from a number of VYIs, Local Scheme Co-ordinators (LSCs) and Depute Co-ordinators (DCs) who manage YVS groups locally. By using mixed methodologies of evaluation, the report contains valuable evidence from the young people and SFRS personnel involved in the scheme.</p>
3.4	<p>The report highlights how the scheme was able to meet and evidence a number of projected short-term outcomes and overcome the significant challenges caused by the impact of Covid-19 on the ability to roll-out and deliver the YVS after its launch.</p>
3.5	<p>Subsequently, the first year evaluation report provides not only evidence of the challenges that the YVS faced in its first year, and the negative impact that Covid-19 had on the ability to deliver as planned, but how, SFRS as a service, was able to adapt its delivery and approach and the positive outcomes and key successes that were achieved despite those barriers.</p>
3.6	<p>The Service has now authorised the recommencement of CSE activities from SFRS premises (Nov 2021) which will support local Units to start face-to-face engagement. The national CSE team are supporting scheme 1-10 re-establish and engage young people, whilst recruiting and training Volunteer Youth Instructors for schemes 11-15. Once all 15 schemes are fully embedded, the YVS board will progress with schemes 16-20.</p>
4	Recommendation
4.1	<p>The SMB is requested to note the report and support the National CSE Team in the continued development and implementation of the SFRS YVS.</p>
5	Key Strategic Implications
5.1	Financial
5.1.1	<p>The Scottish Government provided the initial start up costs for 15 schemes including equipment, youth PPE and uniform.</p>
5.1.2	<p>SFRS has committed to source funding the recurring costs which are forecast to average at £138,000, annually over the next eight years. This includes a full-time permanent post to coordinate the 15 schemes nationally (YVS National Officer), comprehensive annual external review / evaluation starting in 2021/22 and a replenishment of equipment and PPE profile every six years along with uniforms every five years. Also included is an additional 0.5 FTE National Officer post, triggered by implementation of schemes 16-20, currently planned for 2022-23.</p>
5.1.3	<p>The Scheme uses in-house resources and includes specific nominal costs. The evaluation was carried out in-house at no additional cost to the organisation.</p>
5.2	Environmental & Sustainability
5.2.1	N/A
5.3	Workforce
5.3.1	<p>The scheme is managed by a Youth Volunteer Scheme National Officer (NO) within the the P&P function who is responsible for ensuring staff delivering the Scheme have the necessary skills, competence and confidence to work with young people.</p>
5.3.2	

5.3.3	<p>Recruitment has taken place for VYIs for schemes 11-15, and to replenish schemes 1-10. Two locations previously identified as hosting a YVS have had a change in circumstances can no longer implement a YVS in the timescales agreed. The YVS board will be asked to consider a replacement location or a change to the implementation timescale.</p> <p>The evaluation provided valuable feedback from Local Scheme Coordinators and VYIs, many of whom are SFRS employees. From this feedback, we have made recommendations for improving the scheme going forward, and it has highlighted where we can make certain processes smoother for our employees.</p>
5.4	Health & Safety
5.4.1	All health and safety aspects are covered within the YVS Handbook (YVS Handbook).
5.5	Training
5.5.1	All training aspects are covered within the YVS Handbook. Prior to taking up the role of VYI, the LCMS module on Child Protection must be completed. All adults supporting the YVS must complete SFRS YVS national training. This course is supported by the YVS NO & the Youth Engagement Officers in the P&P function and follows the national youth work induction checklist set out by Youth Link Scotland (the National Agency for Youth Work in Scotland). The training and Safety Assurance directorate are currently scoping training for instructors delivering youth operational activity.
5.6	Timing
5.6.1	The Scheme continued during the Covid Pandemic, via digital platforms, following its launch in February 2020 and is ongoing. Schemes 1-10 are currently being supported to return to face to face delivery, and schemes 11-15 are planned to launch by April 2022.
5.7	Performance
5.7.1	As detailed in the evaluation report and this paper.
5.8	Communications & Engagement
5.8.1	Support for promotion of the YVS both nationally and locally will be required as each scheme either returns to face-to-face delivery or launches for the first time. This will include social media, local press and graphic design.
5.9	Legal
5.9.1	N/A
5.10	Information Governance
5.10.1	A DPIA has been completed, and was considered throughout the evaluation.
5.11	Risk
5.11.1	Risk in relation to the YVS is captured within the YVS Handbook; this includes a Youth Engagement Generic Risk Assessment, plus a Safe System of Work, as well as a suite of documents for safe return to SFRS premises during COVID-19.
5.11.2	The scheme was initiated to give young people an insight into the SFRS' role - prevention, protection and responding to the needs of their local communities. This unique learning experience builds confidence in young people, allowing them to feel included and find positive pathways. The scheme has received support from the Scottish Government and due to the positive outcomes it delivers, it may cause the Service reputational risk if it were to cease.
5.12	Equalities
5.12.1	An Equality Impact Assessment has been completed for both YVS and Volunteers. These documents are included within the YVS Handbook and all LSCs and VYIs should be familiar with both documents.

5.12.2	The YVS is inclusive and accessible to all young people as far as practically possible. LSCs are encouraged to advertise the scheme across a range of groups and select volunteers to reflect the diverse populations within their local communities, each unit has a target of 25% of their Youth Volunteers being classed as 'vulnerable' under criteria outlined in the YVS Handbook.
5.13	Service Delivery
5.13.1	The YVS scheme Phase One, was rolled out within the following SFRS areas: <ul style="list-style-type: none"> • Dumbarton • Helensburgh • Tobermory • Kilmarnock • Campbelltown • Wick • Peterhead • Methil • Alloa • Livingston
5.13.2	Work is under way for schemes 11-15 to launch by April 2022 in Coatbridge, Edinburgh, Kilwinning, Shetland (Lerwick) and Stranraer. Once schemes 1-15 are fully implemented the YVS board will consider timescales for schemes 16-20.
6	Core Brief
6.1	The Functional Management Team were asked to note the evaluation of the YVS First Year Evaluation report on 22 nd July 2021.
6.2	The evaluation has provided the CSE national team with key learning points, and recommendations for improvements have been made.
7	Appendices/Further Reading
7.1	YVS Year One Evaluation report.
Prepared by:	Ruth Cairns, Youth Volunteer Scheme National Officer and Bernadine Blair, Evaluation, Funding and Initiatives Officer
Sponsored by:	Megan Taylor, (T) National Community Safety Engagement Manager
Presented by:	Ali Perry
Links to Strategy and Corporate Values	
<p>Strategic Plan</p> <p>Outcome 1. Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth</p> <p>Outcome 1 Objective 1. We will work with our partners to ensure targeted prevention and early intervention are at the heart of what we do to enhance community safety and wellbeing.</p> <p>Outcome 1 Objective 3. We will evaluate and learn from our prevention and protection activities and analyse data to ensure our resources are directed to maximise community outcomes.</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>The Children and Young People Scotland 2014 Act sets out a statutory responsibility for the Scottish Fire and Rescue Service (SFRS) to support GIRFEC and Children's Services Planning.</p> <p>SFRS Youth Engagement activities are ideally placed to support these important government priorities, utilising the positive role model of the firefighter, the attitude and aptitude of SFRS staff,</p>	

OFFICIAL

the exciting and unique activities and opportunities on offer as well as the strong brand of the SFRS.

Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Senior Management Board</i>	<i>16 February 2022</i>	<i>For Information</i>



SFRS YOUTH VOLUNTEER SCHEME



Scottish Fire and Rescue Service

Youth Volunteer Scheme Year One Evaluation 2020-2021

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FOREWORD

It gives me great pleasure to introduce this 'Year One' evaluation report for SFRS' Youth Volunteer Scheme. The scheme provides an excellent opportunity for young people across Scotland to develop their skillset and make a valuable contribution to their local communities, whilst gaining a unique insight into life at a working fire station.

Despite the various challenges over the last year, it is fantastic to see that the Youth Volunteer Scheme has continued to make a positive difference to the lives of the young people involved, and to their wider communities.

All our staff, volunteers and youth volunteers play a crucial role in making Scotland safer. Those who represent the SFRS are widely viewed as role models within our communities and share a strong sense of belonging and commitment. I am proud of the resilience, creativity, and adaptability that has been shown by all of those involved in the Youth Volunteer Scheme in what has been an extremely challenging year.

We look forward to the opportunities that this next year will bring, to learn from the feedback provided, and to develop and strengthen the Youth Volunteer Scheme further.

Alasdair Perry
Deputy Assistant Chief Officer
Prevention and Protection

1. INTRODUCTION

In 2019 the Scottish Fire and Rescue Service's (SFRS's) Transformation Programme recommended the development and implementation of the SFRS Youth Volunteer Scheme (YVS), which would strengthen and build on the existing SFRS Youth Engagement work and Youth Employment Strategy, aligning with the Scottish Government's agenda and priorities in terms of reducing inequalities, promoting citizenship, and health and wellbeing.

Having now reached the end of the first year of delivery, the Community Safety Engagement (CSE) national team undertook an evaluation to determine the impact that being part of YVS has had on young people and Volunteer Youth Instructors (VYIs), and the difference it has made to them and their communities. The report highlights the outcomes and objectives that were achieved in the first year, despite the challenges we faced due to the COVID-19 pandemic, and considers the next steps for YVS.

The evaluation captures the views of a number of Youth Volunteers (YVs) and their instructors who participated in the first phase of the YVS. This was conducted through using virtual engagement tools and by monitoring and analysing feedback via online focus groups.

The responses received throughout this engagement were very encouraging and demonstrate how important YVS is to these young people, reinforcing our commitment to support those individuals who are already part of the SFRS family.

The evaluation report draws on the experiences of YVs and VYIs to give an account of what the key impacts were during what has been a very difficult year due to the Covid-19 pandemic, and the main challenges that we faced in our ability to deliver YVS as planned.

From this, we have developed a set of recommendations for the SFRS to consider when developing and delivering future phases of the YVS. The report combines an overall analysis of the findings by illustrating participants' own feedback.



2. BACKGROUND TO THE YOUTH VOLUNTEER SCHEME

Launched in February 2020, the SFRS Youth Volunteer Scheme (YVS) is a national youth initiative that creates opportunities to improve life chances and empower young people to work together for a safer Scotland.

The main objective of YVS is to provide a safe, welcoming, enjoyable and fun environment where Youth Volunteers (YVs) can learn as individuals, develop positive relationships and actively work together for a safer Scotland. YVS provides a great opportunity for young people across Scotland to develop their skillset and make a valuable contribution to their local communities, whilst gaining a unique insight into life at a working fire station. By participating in the programme, young people would develop a practical understanding of the SFRS and play a supportive role in their communities as SFRS YVs; supporting development and enhancing inter-personal skills and confidence.

In the initial project planning stage, SFRS received support from the Scottish Government who funded the start-up costs of 15 units. This included six legacy youth engagement programmes, that had been running under various titles for several years, largely in the West of Scotland region. The legacy programmes were transitioned over to the YVS, and given the same support and guidance that any new units would receive.

A scoping exercise was undertaken to ensure that we developed a YVS that best suited the needs of all stakeholders. We consulted with a range of partner organisations such as Police Scotland Youth Volunteers, National Fire Cadets, LGBT Youth Scotland, Army Cadets, and Enable Scotland to build on their experience and ensure best practice. We worked with young people in the remaining legacy programmes to develop various aspects of the scheme, such as the syllabus and the uniform.

Based on this feedback, the YVS was designed to promote citizenship, health and wellbeing, and develop young people's skills, with a community focus. It will support young people to volunteer within their communities whilst assisting them to make positive choices as they emerge into adulthood.

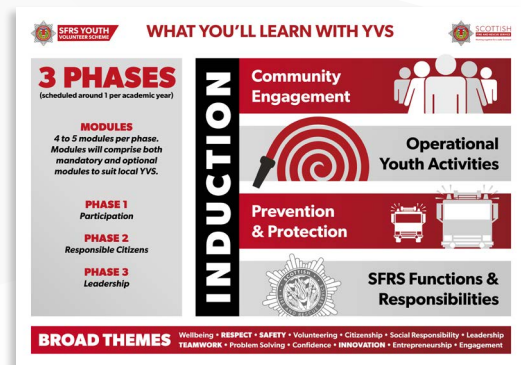
In addition, YVS is supported by a network of committed Volunteer Youth Instructors (VYIs). These adult volunteers go through a robust recruitment and training process, and are supported locally in the day-to-day running of YVS by the Local Scheme Coordinator (LSC) or Depute Coordinator - roles that are filled by existing SFRS staff.

In turn, each unit's LSC and Depute receives guidance and support from the national CSE team, and the dedicated YVS National Officer. A YVS Board, chaired by the DACO of Prevention and Protection, provides overall governance and quality assurance for the scheme.

Working together we strive to provide a programme that will empower young people and improve their life chances.



Picture 1: What Young People Said They Want In The Programme



Picture 2: What You'll Learn With Us



Picture 3: YVS Mission Statement

3. WHAT WE INTENDED TO DO

At the time of the launch in February 2020, the CSE national team had supported the legacy programmes to transition to the new YVS, and a further four new units across Scotland were on the verge of rolling out – some were ready to start delivery, whilst others were in the process of recruiting YVs.

66 young people had been engaged across the six legacy programmes that transitioned to YVS. To support delivery, 62 adult volunteers had been recruited as VYIs, and a further 25 LSCs and Depute Coordinators had been identified to manage YVS locally across SFRS. Initial training had been rolled out to LSCs and VYIs of the legacy units, and training was underway for the next four new units.

Once this was completed, these first ten units would have the capacity to engage a maximum of 200 young people and up to 120 VYIs. The completion of this first phase of the roll-out was intended to be completed by Summer 2020.

After the launch, the national team intended to start working on Phase 2, which would consist of identifying a further five schemes (numbers 11-15) across Scotland, supporting them through the first steps of the process – ensuring their premises requirements were met, recruiting potential VYIs, promotion of the scheme to partners, and delivering training. The completion of Phase 2 would extend the capacity of YVS to engage 300 young people and was intended to be met by April 2021.

During the project planning stage of the YVS, a Planning and Evaluation Tool was implemented, setting out the intended short, medium, and long-term outcomes, which bolster the project's overarching aims and objectives, and ensured a Plan of Evaluation was in place from the start of the programme.



Picture 4: Map of the 15 YVS locations; existing locations in blue, new locations in red

4. YVS OBJECTIVES AND RELATED SHORT-TERM OUTCOMES FOR YEAR 1

YVS Objectives

Short term outcomes for year one

<p>1. Young people will have a practical understanding of the SFRS and play supportive roles in communities</p>	<ul style="list-style-type: none"> • Young people will broaden their perspectives through new challenges and experiences
<p>2. Young people will become successful learners, confident individuals, responsible citizens and effective contributors as well as being equipped with improved life skills</p>	<ul style="list-style-type: none"> • Improved self-esteem and confidence • Young people participate safely and effectively in groups
<p>3. Young people will have increased capacity for further learning, employment or volunteering</p>	<ul style="list-style-type: none"> • Improved problem solving and communication skills • Develop the skills to participate responsibly in political, economic, social and cultural life
<p>4. SFRS YVS will contribute to reducing inequalities by engaging with a diverse range of young people</p>	<ul style="list-style-type: none"> • Young people will contribute to the development of the YVS syllabus ensuring it is person centred and inclusive • YVS are places which reduce isolation and create a sense of belonging
<p>5. Support the development of an adult volunteer network which will enhance personal development, training and employability prospects</p>	<ul style="list-style-type: none"> • Volunteer Youth instructors will have opportunities to influence YVS policy and practice • Volunteer Youth Instructors will contribute positively to their local communities
<p>6. Improve health and wellbeing by providing a range of information and resources for young people and adult volunteers</p>	<ul style="list-style-type: none"> • Young People and Volunteer Youth Instructors understand the steps they need to take to look after their health and wellbeing

National Performance Framework Outcomes

- We live in communities that are inclusive, empowered, resilient and safe
- We are well educated, skilled and able to contribute to society
- We grow up loved, safe and respected so that we realise our full potential
- We are healthy and active

5. CHALLENGES WE FACED

2020 was a challenging year for everyone, and it was no different for YVS. With the launch in late February 2020, there were high hopes of rolling out YVS across Scotland and meeting the targets that had been set.

COVID-19

The impact of COVID-19 on the ability to roll-out and deliver the YVS was significant. Since the first lockdown in March 2020, there has been no in-person delivery of the syllabus. Due to the practical nature of YVS, digital youth engagement was not considered during its development and all documentation including the syllabus was created based on face-to-face engagement.

Although we have taken steps to mitigate the impact that Covid-19 and the lockdown has had on YVS, such as virtual sessions, it has still proved to be a difficult time for our YVs, VYIs, and the national team.

Digital Challenges

When the first national lockdown was announced, our new units were in a position where they had yet to recruit YVs, or had only met them once or twice and had yet to build lasting relationships with them. Due to this situation, the new units were unable to transfer to virtual or online delivery, and their official roll-out was delayed.

Our existing units were at an advantage in that they had been operating for a number of years, and there were strong relationships between the YV and VYIs. These units were supported by the national team to deliver virtual youth engagement, as will be outlined later, but this did not come without its own challenges.

Some of our LSCs and VYIs lacked the digital skills or confidence to engage with young people online and may not even have heard of various video call platforms before the pandemic. In addition, some VYIs simply did not have the required infrastructure to enable them to deliver online engagement due to various factors, including the impact of living in a rural area.

Quotes from Volunteer Youth Instructors

'I am not totally confident in using Zoom/MS Teams to a large group of people.'

'I have poor internet signal at home, which is very limiting.'

Even where VYIs did have the necessary skills, they still found it challenging to engage with YVs using digital means, and felt this had an impact on what they were able to deliver.

Quotes from Volunteer Youth Instructors

'The lack of face-to-face training sessions has been extremely challenging, engagement has been difficult as there is only so much you could cover via zoom sessions.'

'It was difficult to come up with and plan training sessions, and deliver them via an online platform, and we're very limited in what we can teach over a screen. So much of YVS is practical, and young people have missed out on that.'

Equally, the use of different online platforms was a challenge to many of our YVs too, and despite them generally being more familiar with technology than adults, they were unsure and nervous about using it.

Quotes from Youth Volunteers regarding the use of video calls and virtual meetings

'It was a bit weird at first as no one was used to it.'

'It was tricky at first getting used to it but after a while it was alright.'

In addition, the pandemic brought different local priorities resulting in LSCs having to re-direct their work and affecting capacity for the delivery of YVS. This resulted in a mixed picture across the existing units, with some being able to deliver weekly virtual sessions, others setting challenges through social media platforms, and some keeping in touch via text or a group chat on a monthly basis. Where weekly sessions could not continue, wellbeing calls and check-ins were made regularly to YVs.

While there was an initial flurry of engagement from young people in the first lockdown, this has reduced over the last year with some young people becoming fatigued with virtual meetings and online interaction. With schools closed for long periods and uncertainty about when restrictions would ease, young people have had to attend virtual classes, sometimes several in a day, and complete their learning from home. The prospect of joining yet another virtual call later in the day may have deterred some young people from taking part. Some YVs found their new way of life challenging, with new commitments and priorities, and an 'online' version of YVS was not a priority for them.

Quote from a Youth Volunteer

'My biggest challenge has been that I have started working and because of different things happening when I come in at night, it doesn't appeal to go back online'

Quote from a Volunteer Youth Instructor

'It was difficult due to lack of interest from young people in joining video calls.'

Some of our YVs with learning difficulties or additional support needs have found engaging online especially hard because they couldn't receive the normal level of support required. YVIs reported that some of these young people had initially tried to attend virtual sessions but struggled, and ultimately, they had to prioritise any virtual learning for their school work.

Mental Wellbeing and Work/Life Balance

On top of the pressures of home learning, young people were dealing with increased mental health issues and social isolation. YVs in our focus groups reported that they felt isolated, and this had a negative impact on their mental health.

Quote from a Youth Volunteer

'Yes, it's affected people's mental health, the lack of contact with other family and friends, and being in the house all the time.'

The impact of the pandemic on mental health extends also to our VYIs, many of whom are SFRS employees and may have experienced an increased workload or change in priorities. VYIs with children at home have had to juggle workloads, home learning, and their volunteer commitments – so this sometimes led to decreased capacity within units where some VYIs were understandably unable to lead or be involved in virtual sessions.

Staffing Changes

As well as the challenges that the Covid-19 pandemic brought, there was a change in personnel for the YVS National Officer post, which had been vacant for three months. Once the new national officer was in place, a period of learning and understanding of the role was required before steps were taken to progress YVS.

6. WHAT WE DELIVERED

Despite all the challenges that YVS faced in its first year, the significant change to the way in which the scheme was delivered has also afforded us positive opportunities and experiences.

A digital strategy was quickly created when home working was announced in March 2020. This included training and awareness for VYIs on digital safety, a communications plan for engaging with YVs using digital platforms and social media, and social media branding guidelines in line with SFRS policy. Documents were created with the support of some YVs, and home learning lesson plans were designed to keep everyone engaged.

To support this transition to digital engagement, guidance and risk assessments were provided to all instructors on digital engagement during Covid-19 to ensure robust safeguarding was in place.

Additional work was carried out with partners, including YouthLink Scotland and Young Scot, to ensure SFRS fulfilled its responsibility in supporting the YVs already engaged, with more focus on less traditional YVS topics such as mental health awareness, loneliness and isolation, carrying out acts of kindness and representing SFRS from home.

Digital Engagement

Since March 2020 YVS moved to online engagement. YVs are very much the face of SFRS, and are recognised as positive role models in their communities. As such they were actively encouraged to take part in online activities that focused on positive social action.

The six 'active' YVS units kept in touch via digital channels to provide some peer and adult support promoting positive mental health and wellbeing. Creative sessions were held with YVs taking part in quizzes online, setting social media challenges, and working in partnership with other national youth organisations to develop learning. The six local schemes designed youth messaging around Covid-19, which supported Scottish Government messages about social distancing, 'Clap for Carers,' and keeping in touch with those feeling isolated - all covered in the #YVSTogetherAtHome.

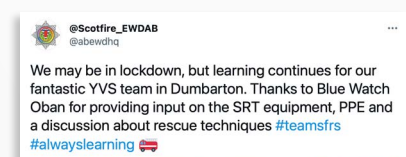


Picture 5: Social Media post encouraging YVs to follow government guidelines

Various lesson plans from the YVS syllabus were created and adapted to allow YVs to meet and interact digitally and continue their learning with SFRS. Activities included Home Fire Safety, SFRS functional fitness sessions, knots and lines, equipment identification, water safety, health and wellbeing, cyber safety and loneliness and isolation.

Meeting virtually made it easier for YVS units to provide opportunities that weren't previously feasible due to staff capacity or geographical location; such as having input from different departments and gaining an insight into their roles within SFRS, as well as being able to learn about various rescue operations through virtual tours and live demo exercises.

YVs created videos to promote SFRS community safety initiatives such as the Autumn 2020 Safety campaign about Firework and Bonfire Safety.



Picture 6/7/8: Examples of the activities run through virtual 'drill nights'

A weekly online chat service was also set up to allow YVs and VYIs to interact with a member of the national CSE team to keep updated and connected.

YVS Engage

In 2021, the newly appointed YVS National Officer commenced the development of a digital engagement programme and a revised recovery plan was introduced to re-engage YVs. Consultation was undertaken at focus groups, and YVS Engage was launched on 19th April 2021. Running until the end of June, the programme provides YVs with the opportunity to be involved in a wide range of activities based on the modules within the YVS syllabus, expanding their skills and knowledge, and strengthening their role within the SFRS family.

In addition to the existing syllabus modules, activities focusing on the theme of health and wellbeing were included in the YVS Engage programme, after feedback from YVs demonstrated that young people had been struggling with this over the last year. These activities (carried out individually at home or in their local community) could also be undertaken alongside taking part in weekly virtual sessions, coordinated by YVS Dumbarton who were still running these.



Picture 9: Video created by a YV to promote firework and bonfire safety

Support to New Units and Training

With support from the local management team and the YVS National Officer, the first new unit, YVS Alloa, officially launched on 22nd April 2021 with 10 YVs, holding an online celebration attended by senior management, staff, local councillors and invited guests.

To support and progress the new units we had hoped to have established pre-pandemic, we held refresher induction training to ensure all VYIs were confident to deliver when the time came. Prior to this the national team had to review, update, and adapt the YVS training package, which was originally intended for face-to-face delivery, into online training including virtual sessions, independent learning and the development of an electronic training manual.

The training to support the initial launch and refresher training consisted of seventy-six learning hours for 62 VYIs. This included safeguarding, working with young people, risk management and delivering the syllabus. In addition, eight learning hours were provided to 20 LSCs on 'managing YVS'.

Communications

To ensure that local teams were kept up to date with the latest developments in YVS, the national team created a private Facebook group for VYIs to share information, resources and good practice. Feedback from VYIs identified challenges with this approach, for example, not all of them used social media or had sufficient internet access.

The new YVS National Officer quickly recognised that this was an issue and, as a priority, created an online weekly newsletter and Teams group chat for LSCs, from which they could cascade information to their VYIs.



Picture 10/11/12/13: Posters promoting YVS Engage activities

7. MEETING THE OUTCOMES – WHAT DIFFERENCE DID WE MAKE?

Despite the challenges faced in this first year of YVS, we have still been able to meet and evidence the projected short-term outcomes set out in the Evaluation Plan. However, we have had to adapt the ways in which we measure these outcomes due to the significant change that COVID had on the delivery of YVS. Some of the proposed indicators in the original Planning Tool were relevant only to activity taking place on station and in person, or dependent on certain milestones being reached. However, others have been evidenced through qualitative data collected from a range of digital methods.

From February to March 2021 the YVS national team met with all 10 units to receive feedback on engagement with YVs and what their local plans were for progression.

Focus groups were held with Youth Volunteers from three of the six units that had young people already engaged – Campbeltown, Dumbarton, and Kilmarnock.

In addition, we asked all VYIs from the current units to complete an online questionnaire to gain an insight into their experiences and challenges over the last year, and give them an opportunity to share both positive and negative feedback.

OBJECTIVE 1

Young people will have a practical understanding of the SFRS and play supportive roles in communities

YVs gain a sound knowledge of many different aspects of the SFRS through YVS, including the many roles that SFRS staff play within communities. The syllabus also promotes community engagement and peer education, through which YVs will try and learn new things, and have new experiences.

Young people will broaden their perspectives through new challenges and experiences

YVs are afforded opportunities through being part of YVS which challenge them to push themselves out of their comfort zones, expand their horizons through new experiences, and create wider social networks.

Through this YVs increase their skills and knowledge, work with people from a range of different backgrounds and cultures, and widen their ‘world-view.’ We asked YVs what experiences they have had through YVS that they wouldn’t have had otherwise.

They said:

‘We met up with other units and met new people and made new friends, if I wasn’t in the YVS I wouldn’t have met them.’

‘I got over a fear of heights and confined spaces, I couldn’t have done that without the help from my unit or the instructors.’

‘Helping the community e.g. we acted as marshals for the local 10k race and did fundraising. I would never have done things like that if I wasn’t in YVS.’



Picture 14: Example of an activity shared through YVS national social media pages.

They told us that YVS had afforded them opportunities that they wouldn't have in their own lives due to barriers such as financial exclusion, living in remote or rural areas, or being disengaged from learning.

They said:

'We did the Ayr show and that was really good to see all the other groups that were there and speaking to the public. We also got to speak to firefighters during a station visit once and find out about their work which was fantastic.'

'I'm not part of anything else, and don't really like school so I'd just sit at home on my computer or be out with my friends if I didn't go to YVS.'

'We went to London for a competition, and got to meet loads of other units from all over the UK. I'd never been before and I'm from quite an isolated area so getting to do the sightseeing and be in the big city was amazing.'

YVs were able to articulate what skills and knowledge they thought they had gained from taking part in YVS. They described all the practical knowledge of operational drills and being able to use equipment, and the soft skills that they had developed such as teamwork and social skills.

They said:

Practical Skills & Knowledge

'I've learned hose training, using ladders, how to work fire hydrants, all about the fire engine, as well as the way to do drills, and how firefighters save people.'

'One night the crew from a different station were training and showing us what they do with the BA and getting us to do some activities after them. We got a chance to practice it and learn how to search for people.'

Soft Skills

'Being part of this has allowed me to push myself, I'm more confident and can speak to others.'

'I've learned how to work in a team, and why it's important.'

You have to have good teamwork to do drills properly and safely.'

'Going out into the community helps you with social skills and how to talk to people.'

An emphasis on developing skills and knowledge has continued throughout lockdown at both a local and national level. YVs were encouraged through the YVS social media pages to take part in activities related to national awareness campaigns, such as Sign Language Week and International Day for the Elimination of Racism, that promoted developing new skills and knowledge.

YVS Dumbarton, who have run weekly virtual drill nights since the start of the first lockdown, incorporated guest speakers into their programme content, to further YVs knowledge on the different aspects of SFRS.

The YVS Engage programme provides further opportunities for YVs to participate in a wide variety of activities that help to develop skills for life, learning and work, such as leadership and communication. The programme encourages them to learn about different topics such as water or road safety, and then create safety messages that can be shared online and within their communities.

Through ensuring YVs have an extensive understanding of the SFRS, and supporting them to contribute to their communities, YVS helps them to broaden their perspectives and build confidence and resilience.



Picture 15: Example of an activity for a 'virtual drill night'

OBJECTIVE 2:

Young people will become successful learners, confident individuals, responsible citizens and effective contributors as well as being equipped with improved life skills

Young people participate safely and effectively in groups

Despite not being able to hold face to face sessions, our YVs were encouraged to attend weekly virtual sessions, and contribute to activities over social media and group chats.

YVs reported that whatever form of group engagement they took part in, it was beneficial to them. They appreciated the opportunity to stay in touch with each other, and to continue their learning.

They said:

'It helped to keep things in our memories so that it would not be a fresh start when we go back.'

'It has still been good as we are still getting knowledge of the Fire Service so this is benefiting me.'

'We are still getting a lot of knowledge about the Fire Service through the zoom calls, which are really beneficial at this moment in time.'

Some YVs who had been promoted to Youth Crew or Youth Watch Commander reported that managing a group chat, and motivating their peers to participate, helped them develop their interpersonal skills.

They said:

'As a Youth Crew Commander I was in charge of a group chat, I think it was beneficial as the skills you could be developing from organising and taking part in these chats are social skills, organisational skills, diplomacy'

There was also a consensus among YVs that they felt supported by others in their unit, and that they worked well with each other.

They said:

'We had to try and be there for one another! If I didn't know a question I would text someone and get the answer and share this with my crew. We had to work together or else we wouldn't succeed.'

'When I started and was the newest member, the others were really supportive when I was struggling.'

Although not being able to meet as they normally would, YVs were supported to take part in group interactions in whichever way was most relevant to them. This has helped them to keep developing their interpersonal and leadership skills, and stay connected with others during a potentially isolating period.

Improved self-esteem and confidence

YVS encourages YVs to take part in activities that challenge them, push them out of their comfort zone, and help them grow as individuals.

All YVs in the focus groups said that taking part in YVS had improved their confidence and self-esteem. When asked to give specific examples to demonstrate this they talked about being able to speak in front of others or to people they didn't know, taking on leadership roles, feeling able to express their opinions or give suggestions, overcoming fears, and feeling proud of themselves.

They said:

'Before I wouldn't have gone for promotion, but after a while I felt confident enough to go for Youth Crew Commander and when we go back I will apply for Youth Watch Commander.'

'[At the launch night] it was nerve wracking speaking to the senior officers and others at first, but I soon eased into it and felt proud that I'd done that.'

"I overcame my fear of heights, I managed to climb to the top of the ladder. I was proud of myself and actually enjoyed it.'

'Everything I've learnt and done at YVS has made me more confident.'

YVs told us that it was daunting for them when they first joined their local unit, but as they got to know everyone and started participating this became easier, and eventually they felt confident to help others in their unit and became role models for new members.

They said:

'When I joined there were a lot of older ones, I was only 13. It was quite scary walking in and seeing all these older people who knew each other. But once you got to know people it was good, so I make sure I talk to the new ones to make them feel comfortable and if they need help I help them.'

'Others helped me when I started. They helped me to get over my fear of heights and confined spaces by encouraging me to do the different activities. That helped me so I try to encourage others.'

YVs also reported that after getting to know others in the group they felt more able to share their own opinions and ask for help.

They said:

'I would feel confident to speak up and ask the others for help if I need it. I wouldn't have done that at the start as I didn't know most of them then but now I know they will help me.'

'I became friendlier towards others as I was quite shy before, and I can speak in front of others better now.'

The above evidence highlights the positive impact that YVS has had on YVs self-esteem and confidence, supporting them to grow and develop.

OBJECTIVE 3:

Young people will have increased capacity for further learning, employment or volunteering

Develop the skills to participate responsibly in political, economic, social and cultural life

YVs are given the opportunity to grow and develop a range of skills for life, learning and work that will benefit them long after they have left the scheme. YVS has a holistic programme of learning which encourages YVs to become well rounded individuals. The syllabus promotes peer education, and YVs can learn about various health and wellbeing topics from partner agencies. Through this they are supported to develop the skills necessary for them to flourish in their adult lives, such as leadership, communication, working with others, making reasoned decisions and expressing their opinions.

In the focus groups we asked the YVs what came to mind when they thought of YVS, and which skills they had gained from taking part. Their answers are encapsulated in the following image.



Picture 16: What came to mind when YVs thought of Youth Volunteer Scheme, and which skills they had gained from taking part.

We can see from this that YVs reported many of the skills that YVS aims to help develop in young people, with some of them recognising that they are transferable skills that they can apply elsewhere in the future.

They said:

'I've learned lots of new skills like teamwork and how follow instructions. I think this will help me find a good job when I turn 18.'

'Being part of the programme has taught me how to talk to and help members of the community, that will help me when I want to get a job.'



Kelly McSparran
@Kelly_McSpo

...

Exceptionally proud of the newly promoted WC/CC's at Campbeltown Youth Volunteer Scheme for their support in these challenging times as we look to adapt our training programme to off-station engagement.
[#campbeltownYVS](#) [#youthengagement](#) [@SFRSYVS](#)

Post by YVS Campbeltown's Depute Coordinator recognising the contribution of Youth Crew and Watch Commanders

The structure of local units allows for YVs to apply for the promoted posts of Youth Crew or Youth Watch Commander, which builds on the leadership skills they have already gained.

During the initial lockdown, YVs in these posts played a vital role in supporting our VYIs to connect and engage virtually with their units, and they in turn kept their peers motivated and informed about what was happening.

YVs reported that they enjoy being role models and mentors for younger members of their units, assisting their communities and highlighted some of the skills they have gained from these activities.

They said:

'The young ones look up to us to see what we are doing, they rely on us to help with the teaching and doing the drills with them, we need to help them a lot but we are happy doing this.'

'We have learned a lot engaging with the community and talking to people, like team work and social skills which we can benefit from.'

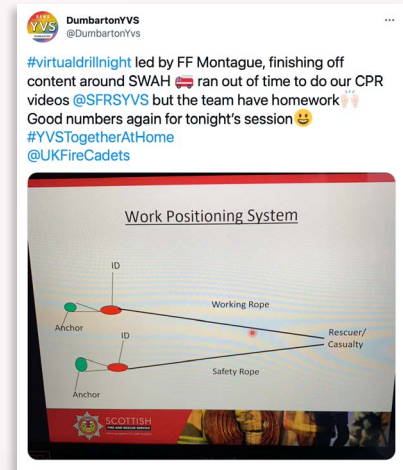
YVs were also encouraged to express their opinion and participate in decision-making processes. At its core, YVS is youth-led, with opportunities for YVs to influence various aspects of the scheme. Feedback is regularly sought from young people and consultation is undertaken about new developments, such as the YVS Engage programme. YVs said that they had lots of opportunities to be involved in creating their unit's virtual learning programme, and that they felt confident they could put forward suggestions to VYIs and be heard.

They said:

'Instructors are always here for us when we need them. Our suggestions are taken on board and our opinions are listened to.'

External youth voice opportunities were also promoted, particularly through our social media pages and local unit group chats. YouthLink Scotland's 'Lockdown Lowdown' surveys were shared, and we encouraged YVs to join information sessions about the Scottish Youth Parliament, and how to register to vote. Taking part in opportunities beyond YVS helps YVs to create wider social networks and discover new perspectives.

Picture 17/18/19: Screenshots showing activities delivered at virtual drill nights



Improved problem solving and communication skills

As mentioned previously, the change to online delivery, particularly for units running virtual sessions, was difficult to navigate at first for some of our YVs. Some hadn't used specific virtual platforms before or had never taken part in a video call. These young people stated however, that although challenging at first, they persevered and became more confident at using such platforms.

They said:

'We are still communicating with each other, just in a different way.'

'It was a bit different as everyone used to talk to one another in person, it wasn't much of an issue after a while, we just weren't used to it.'

'We were more reserved at the start but feel confident [using it] now.'

YVs also said that they had opportunities to offer their own ideas with regards to planning the virtual session programme and online challenges, and felt able to do so within the group setting.

They said:

'I feel comfortable giving suggestions or my opinions about things in front of everyone else, I know they'll listen to me even if they don't agree.'

The virtual activities and challenges that our YVs took part in also promoted the use of problem solving skills, and working and communicating with others. This included practicing knots and lines, team quizzes, virtual escape rooms, and team building exercises.

These activities helped YVs to continue to develop their skills despite not being able to experience the full syllabus.

They said:

'The things I've done with YVS have helped me be able to communicate better with others, and I can follow instructions and work things out.'

OBJECTIVE 4: **SFRS YVS will contribute to reducing inequalities by engaging with a diverse range of young people**

YVS are places which reduce isolation and create a sense of belonging.

With social connections being severely impacted through the pandemic, it has been more important than ever to find ways in which we can tackle loneliness and isolation. YVs reported that the lockdowns had an isolating effect on them, by not being able to see their friends or wider family.

They said:

'The fact that you can't meet anyone is difficult.'
*'It's a big change from being around everyone, being social,
and then being in your house a lot, not seeing anyone.'*

Some YVs also said that they felt scared to go out and meet others, even when some of the restrictions in their area eased and allowed them to do so.

They said:

'During first lockdown I was too scared to leave the house.'
'It was the whole thing of being afraid of going out.'

However, they also told us that this sense of isolation had been reduced by taking part in the various online activities, or weekly virtual sessions on offer.

They said:

'It was a good way to keep in touch with everyone.'
*'We've haven't been able to go see our friends because we have been restricted to who
you can see and where you can go, so it's been nice to talk within this group and be social.'*
*'Some people miss the social aspect of life, so they probably are feeling cut off.
The YVS might be their only place to mix with others and make friends'*
*'When we see everyone, we don't realise how much you miss everyone
in person, but it is brilliant seeing everyone here every week.'*

As well as the benefits YVs have gained through staying connected virtually, all focus group members stated that they had made new friends through being part of their unit, and had benefited from being able to meet new people. They reported a sense of camaraderie and that they helped and supported each other.

They said:

'After I joined YVS it was good as I got to know a lot more people and could work alongside them.'
'I was the only girl in the unit but started to socialise with the others and made good pals.'
'We can express how we've been feeling and be there to listen and encourage and help one another.'

The YVs also conveyed that the VYIs in their units helped them to feel welcome and part of the group, which further fostered a sense of belonging.

They said:

'We are treated like equals. They listen to us and we can have a laugh with them.'

'If I am stuck they are always there – very welcoming and I could go to them. I feel confident that they're there to help.'

All YVs in the focus groups said they were proud to be part of the scheme and to represent SFRS.

They said:

'I definitely tell people that I'm part of this and I'm proud to help promote the fire service and everything they do.'

'Wearing my uniform out in the community makes me feel proud and that I'm doing something good.'

'Yes I tell people about it, what you learn and about all the volunteering we do.'

'It feels good to go along to events and be out and about in the community and wear the service crest with pride because you know you're part of something.'

Young people will contribute to the development of the YVS Syllabus ensuring it is person-centred and inclusive.

As well as being part of the initial development work of Phase 1 and 2 of the YVS syllabus, YVs have had further opportunities to contribute to learning content and means of delivery.

Feedback was regularly sought from young people on social media platforms, especially at the beginning of the first lockdown when virtual engagement was new to everyone.

YVs said that they had lots of opportunities to be involved in creating their unit's virtual learning programme, and that they felt confident they could put forward suggestions to VYIs and be heard.

They said:

'We've been able to give ideas of what we want to do at the virtual drill nights and what can be improved.'

YVs were also involved in the development of the YVS Engage programme, particularly with regards to the activities that should be included, safety information they could share with family and friends, and other areas of the SFRS they wanted to learn about. They had the opportunity to give their opinion on how information and resources would be shared, and how to reach individuals who don't use social media.

OBJECTIVE 5: Support the development of an adult volunteer network which will enhance personal development, training and employability prospects

VYIs were given the opportunity to feedback to the national team on a variety of issues, including training, resources and communication. The feedback contained many positives, the key points being as follows:

- Many VYIs used to be part of young firefighter or other cadet schemes when they were younger and want to give back.
- A significant number of VYIs have volunteered with SFRS for five years or more and they will continue to do so.
- VYIs feel a sense of reward and satisfaction from supporting youth volunteers to develop, grow and achieve.
- VYIs can recognise the skills they have gained from their role and how it has helped them in other areas of their lives.

With regards to the skills and knowledge they have gained they told us the following:

They said:

'Being a VYI has taught me the skills to be able to deliver training to groups and tailor lessons to suit their abilities. It has also helped me progress my career from RDS to Wholetime firefighter.'

'Leadership, fire safety, first aid, teamwork, management, health and safety, and people skills, which I can use elsewhere.'

'Mentoring skills - teaching/passing on knowledge to others while identifying their strengths and weaknesses.'

Due to the challenges over the last year, it was expected that there would also be some areas for improvement. Although most VYIs reported that overall, they felt supported in their volunteer role and that they had been given adequate training to carry out the role, a number of concerns were raised from VYIs from the legacy programmes who wanted more clarity on the delineation of roles and responsibilities between themselves and the LSC. This will be addressed over the next year, with opportunities for refresher training for VYIs, and ensuring any LSCs who are relatively new in post undertake the required 'Managing YVS' training package.

Volunteer Youth Instructors will contribute positively to their local communities

This outcome can be evidenced by the dedication and commitment of VYIs who supported YVS during a national pandemic and continued to give up their time. Feedback from areas demonstrated that although they felt that they did contribute to their communities in some ways, they didn't have the same opportunities as they would normally have had due to the pandemic, as community engagement activities within their local areas had halted.

Some also said that although they unable contribute to their local YVS unit as they normally would, they found other ways of helping and supporting their communities through

lockdowns such as food or medicine deliveries, checking in on neighbours, and trying to reduce social isolation.

Volunteer Youth Instructors will have opportunities to influence YVS policy and practice

Although formal opportunities for contributing to YVS policy and practice were not implemented as originally planned due to the pandemic, VYIs were still able to provide valuable feedback in other ways. VYIs share their ideas with their LSC, who passes this feedback on to the YVS National Officer through regular check-ins.

During induction training, VYIs are given an overview of the library of key documents and policies, for example a handbook outlining everything required to run a YVS unit, and they are encouraged to review these working documents regularly and their feedback is incorporated where relevant.

VYIs were also asked to complete an anonymous online questionnaire, both to give them the opportunity to provide their views on different aspects of YVS, and to find out if they felt able to do so. Responses showed that 72% of VYIs said they felt able to give both positive and negative feedback about YVS. Barriers to this for the remaining respondents centred on a perceived lack of communication at a local level, or feeling that their voice wouldn't be heard.

OBJECTIVE 6:

Improve health and wellbeing by providing a range of information and resources for young people and adult volunteers

Young People and Volunteer Youth Instructors understand the steps they need to take to look after their health and wellbeing

The health and wellbeing of both YVs and VYIs is extremely important to the SFRS. YVS encourages activity around both physical and mental wellbeing through the syllabus, however it was not always possible to ensure this content would reach all our YVs.

The national team CSE developed various means of getting the 'health and wellbeing' message out to YVs and VYIs, and those units who were meeting online increased the amount of sessions focusing on health and wellbeing being delivered.

On the YVS national social media pages, activities and challenges designed to promote a healthy lifestyle were regularly posted, and content was sourced and shared from partner organisations such as Young Scot. This included 'Stepember', PE at home, acts of kindness, and the 'Clear Your Head' challenge.

The YVS Engage digital programme has further reinforced these messages to our YVs on the importance of looking after your health and wellbeing, promoting activities around functional fitness, the '1000 miles challenge', and Mental Health Awareness Week.

In addition, local units were encouraged to highlight health and wellbeing messages in their interactions with their YVs. This included sharing resources or links via group chats, ensuring the young people knew someone was there to talk to if required, and via virtual lessons.

We asked YVs to describe how they had been looking after the health and wellbeing over the last year. All those who responded said they were able to pinpoint something they had been doing which had a positive impact on them.

They said:

'Every day me and my family walked somewhere – long walks, this was during the first lockdown, not this one, I was glad to get out of the house. After online schooling and not allowed to see my friends, it was good to get fresh air'

'I did some mountain biking to clear my head'

'I have been writing a lot more - writing music and writing in general – it gets your feelings out.'

They said that the information, activities and messages from both the national team, and their local units where relevant, encouraged them to look after their health and wellbeing, with some actively checking the social media pages for updates.



Picture 20: Example of a health and wellbeing challenge for YVs and VYIs



Picture 21: Example of the national social media pages promoting activities for positive mental health

They said:

'I just tried to talk to people more – about emotions and my mum bought me a journal to fill in.'

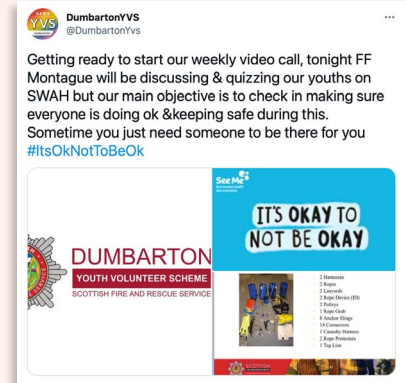
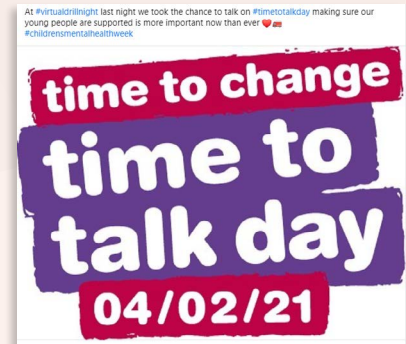
'[In the virtual sessions] we talked about mental health, our feelings and how we were getting on.'

'We did fitness sessions where you did the moves firefighters would need to be able to do.'

A lot of the health and wellbeing information shared by the national team online was also relevant to VYIs, such as 'Time to Talk' day and they were encouraged to look at the resources. VYIs also had access to the Lifelines Scotland website where they can find advice and information to support their emotional and psychological wellbeing and access help if needed, and is promoted through the YVS Handbook, VYI training packages and their induction process.

72% of respondents to the online questionnaire agreed or strongly agreed with the statement 'I have access to resources to support my health and wellbeing.'

SFRS recognises the increased importance of supporting health and wellbeing over the last year, and YVS will consider how to implement this as a priority going forward.



Picture 22/23/24/25: Examples of wellbeing related activities delivered through virtual drill nights

8. CASE STUDIES OF YOUTH VOLUNTEERS

While we have demonstrated how YVS has been able to meet the short-term outcomes as outlined in the Planning & Evaluation Tool, and how these link into the six objectives, the data gathered in the first year cannot yet evidence the overarching aims of improving life chances and empowering young people. The following case studies of young people from legacy units demonstrate the significant long-term impact that being part of a Youth Volunteer Scheme has had on these individuals.

Isla Overend – YVS Dumbarton



Picture 26: Isla receiving her WFS award from SFRS Chief Officer Martin Blunden

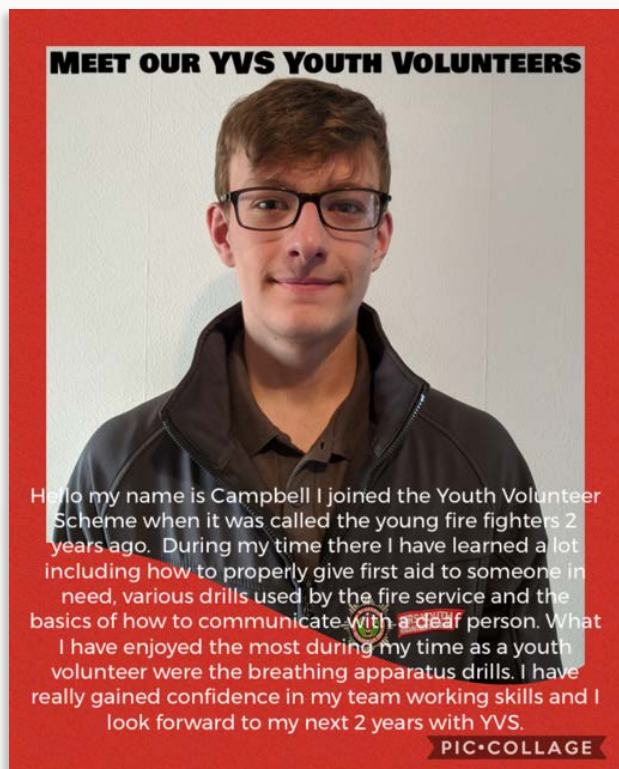
Isla joined the legacy Dumbarton young firefighters' programme at the age of 14 and has been instrumental in driving forward the transition to the YVS. When she first joined, she was quiet and her instructors remember she didn't talk to anyone if she didn't know them. She remembers this being a very daunting experience and ended up the only girl in the group, finding the drills and the wider group extremely tough, but she did not give up. After a short time, Isla gained a little more confidence and started to feel a lot more relaxed and comfortable, starting to make new friends and embrace the experiences offered to her.

Isla was successful in gaining a Youth Crew Commander position, and later a Youth Watch Commander at her YVS unit. Isla's determination and caring approach quickly sent the message to other young people (girls in particular) within the community that they too could be successful young role models representing the fire and rescue service and working together for better outcomes and improving life chances.

Isla has gone above and beyond her role as a Youth Watch Commander, a true role model to not only young people in the SFRS but within the wider service and community. Isla has had numerous successes including;

- Becoming a Train the Trainer First Aid Ready champion, teaching skills to young people, peers in other youth groups and school and dementia carers in her local community.
- Gained SQA Youth Achievement Award at bronze level, and was involved in helping others in her group achieve the award.
- Leading on various local fundraising activities and community events
- Helping to plan and attending a youth cultural learning event in Germany with FRS from across Europe
- Supporting younger and less experienced youth volunteers train and compete at competitions whilst being involved in competition herself

Picture 27/28: Promotions of the achievements of our current YVs via our national social media channels.



Isla said:

'Through taking part, my attitude has changed and I have learned to do things outside my comfort zone and that I can in fact do way more than I give myself credit for.

I'm hopeful that the Youth Volunteer Scheme can help more young people across the country like me. I have transformed from a shy, quiet little girl into a proud, confident member of the community and fire service employee.'

Isla stood alongside our Chief Officer and Minister for Community Safety at the national YVS launch and shared her story to an audience of over 150 people.

Isla has said that due to her increased confidence, determination and skills she gained through YVS, she has gone on to secure a Central Staffing position within SFRS whilst she is studying for a Health Sciences degree through the Open University.

In June 2020, Isla was also awarded joint runner-up of the Young Role Model category at the prestigious Women in the Fire Service Awards.

Whilst Isla left YVS in August 2020 when she turned 18, she has been a fantastic ambassador for the scheme and for SFRS as a whole.

In July 2020 we promoted the achievements of our current YVs via our national social media channels. Their testimonies highlight the skills and knowledge they have gained through YVS, and how taking part has had a positive impact on their lives.

9. WHAT YVS MEANS TO OUR VOLUNTEER YOUTH INSTRUCTORS

We asked some of our new and existing VYIs what impact YVS has had on them.

They said:

'I had nothing when I was growing up, also had to put up with living in a kinda posh area hence lots of bullying and had to learn how to stick up for myself. This usually led me to getting into trouble...went down the wrong path and finally in my later years got my act together and joined the fire service. If I can help one person whilst volunteering as a Youth Instructor then it's a winner'

'I want to give the same opportunities to young people that were given to me when I was in their position. Training and developing them within the unit has always been a passion of mine, even before becoming an instructor. It is rewarding to see.'

'I enjoy the satisfaction in developing the youth volunteers, helping them gain key life skills. A number of YVs I have taught over the years have now joined the fire service and I serve alongside them in the RDS which is rewarding.'

'I want to give young people chances that I never had. Watching them grow, learn and support them as they begin their careers/leave school.'



10. WHAT WE LEARNED & NEXT STEPS

Although YVS had a challenging first year, it has provided us with some new opportunities and positive experiences, as well as several learning points.

Online Engagement

This was the main challenge for the YVS, but also where we had most to learn. No online or digital engagement had been considered for YVS prior to Covid-19, except the national and local YVS social media pages. The change in delivery compelled the YVS to become more digitally competent and investigate innovative ways to engage YVs online.

It also allowed a wider scope for learning within the syllabus. Units have been able to interact with SFRS teams they wouldn't previously have been able to due to them being too far away, or difficult to arrange for a group setting. The virtual drill nights have included virtual demos from the Heavy Rescue unit in Oban, Water Rescue, and Community Action Teams. It also provided the opportunity for YVs to engage with online materials created by other fire and rescue services across the UK, whereas before this might not have been considered.

Importance of Health and Wellbeing

It is evident that the pandemic has had a negative impact on young people's mental health across Scotland. This sentiment has been upheld by our YVs who described how important it was for them to take part in activities that promoted positive wellbeing, and reduced social isolation.

YVs said that virtual sessions focused on discussing mental health and wellbeing, and that being encouraged to share their feelings and talk to each other was a positive outcome from the pandemic; topics that they'd like to see more emphasis on in the future.

Whilst health and wellbeing is promoted through the VYI induction training and YVS handbook, we will consider if there is more that can be done to ensure all VYIs are aware of and have access to appropriate resources and support.

Relationships

The last year has reinforced how important building a strong relationship with a trusted adult is for our YVs, and units were most successful in continuing to engage virtually where these relationships had already been established. YVs value the relationship they have with VYIs, and for those who go on to become instructors themselves on leaving YVS, they strive to continue that with the next generation of young people.

Communication

It is clear from the feedback provided by VYIs that work is required to improve communication channels, particularly regarding how information is communicated to VYIs at a local level. Some voiced feelings of disconnection and uncertainty during the last year, reporting that they felt there had been very little or no communication with them, which translated into a frustration that they then couldn't keep YVs and/or their parents and carers up to date. It is vital that steps are taken to address this and that guidance for ensuring effective communication is reviewed and reissued to both LSCs and VYIs.

Next Steps

There are some key pieces of work to be developed over the next year to progress YVS.

- Support the three remaining new units to recruit YVs and launch in their local areas, depending on the COVID-19 restrictions at the time. The national team will work towards providing guidance and procedure for a return to face-to-face delivery and keep all units up to date with relevant information.
- The original timeline for rolling out units 11-15 will be reviewed, taking the recruitment of VYIs, training, promotion and engagement of YVs into consideration. This will need to be adaptable to any government restrictions and prepare for the possibility of a return to virtual learning.
- We will build on our existing partnerships, and make connections with new ones. In particular, we will work with the Saltire Awards scheme to become Group Administrators, allowing the national team to manage the awards centrally and ensure that all YVs will be signed up and receive recognition for their volunteering. In addition, we will support Save a Life Scotland to develop their educational materials for the secondary age group.
- Establish a more formal youth voice structure, to ensure youth volunteers have opportunities to meaningfully influence YVS/SFRS strategy.



11. CONCLUSION & RECOMMENDATIONS

This evaluation has provided SFRS with invaluable evidence which will enable the YVS to consider measures for improvement.

Taking account of all the challenges that YVS faced in its first year, the feedback highlights both the negative impact that Covid-19 has had on the ability to deliver as planned, and the positive outcomes and key successes that were achieved despite these barriers.

From our learning points we have developed the following recommendations:

- Explore opportunities for more nationally driven activities; providing guidance and/or resources that local units can incorporate into their weekly sessions e.g. national awareness weeks or campaigns.
- Make health and wellbeing a priority topic over the next year, ensuring that YVs and VYIs have relevant resources and support.
- Ensure all VYIs and LSCs have received the required training to fulfil their roles, delivering refresher training where necessary.
- Expand the training packages on offer for VYIs and LSCs to complement the required modules – develop a range of ‘bitesize’ digital learning modules on a range of topics including mental health, cyber awareness, and autism.
- Depending on COVID restrictions, hold a regional event in each Service Delivery Area Autumn 2021 – April 2022, where Youth Volunteers and VYIs can come together to provide feedback, take part in learning opportunities, and share good practice.
- Strengthen the existing avenues for VYIs and LSCs to feedback to the national team and ensure there are dedicated opportunities for influencing policy and practice e.g. regular feedback sessions, online surveys on varying topics such as training, and an annual questionnaire.
- Build on existing communication channels with LSCs and VYIs to ensure they receive regular updates and are provided with relevant information, and explore other means of communication such as the online platform Fire Cadet Manager.
- Continue to develop collaborative opportunities with partners.

These recommendations will support the national team to foster a sense of cohesiveness, ensuring there is a consistency of approach and delivery across all YVS units, and that our valued VYIs feel supported, recognised, and appreciated in their role.

12. ACKNOWLEDGEMENTS

Thanks goes to the Youth Volunteers from YVS Campbeltown, Dumbarton and Kilmarnock, and their VYIs for supporting them to participate in focus groups.

Thanks is also extended to all the Local Scheme Coordinators, Deputes, Station and Group Commanders who were involved in progressing YVS over the last year.

Finally, thank you to our valued VYIs, who have contributed significantly during this challenging first year.

13. APPENDICES

Project Plan

INPUTS		ACTIVITIES			OUTCOMES	
What do you need to require?		What are you going to do? Who with?			What are you hoping to achieve?	
Resources <ul style="list-style-type: none"> • Fire service personnel • Volunteers • Lecture Room/ Training space • Equipment • PPE/ Uniforms • Computer/ printer/ stationery • Learning resources • Funding • Risk Assessments • Handbook/ Paperwork 	Activities <p>What is involved in delivering the initiative? (flexible area to area and local needs)</p> <ul style="list-style-type: none"> • First Aid • Pump drills • Home fire safety • Road Safety • Anti-social behaviour • Mental Health & Wellbeing • Community Events • Community Safety Engagement • Firework Safety 	Participation <p>Target audience - Include approximate numbers of who/what will be involved</p> <ul style="list-style-type: none"> • 10-20 young people per course (recruitment locally) • LSO area will support to recruit Volunteer Youth Instructors • Support from YVS National Officer • Partner Agencies 	Short Term (0-1 year) Phase 1 – Participation <p>Benefits or changes for participants or the wider community Phase 1 Participation.</p> <ul style="list-style-type: none"> • Young people will have broadened perspective through new challenges and experiences • Young people participate safely and effectively in groups • Improved problem solving and communication skills • Improved self-esteem and confidence • Young people create, describe and apply their learning and skills (indicator) • Develop the skills to participate responsibly in political, economic, social and cultural life • YVS are places which reduce isolation and create a sense of belonging • Young people will contribute to the development of the YVS syllabus ensuring it is person centred and inclusive • Volunteer Youth instructors will have opportunities to influence YVS policy and practice • Volunteer Youth Instructors will contribute positively to their local communities • Young people and Volunteer Youth Instructors broaden their perspectives through new experiences and thinking • Young People and Volunteer Youth Instructors understand the steps they need to take to look after their health and wellbeing 	Medium Term (1 to 2 years) Phase 2 – Responsible Citizens <p>Sustained reduction in incidents or changes in attitude over a longer period.</p> <ul style="list-style-type: none"> • An increased ability to build, develop and manage relationships • Increased knowledge of social responsibility • Young people can express their voice and demonstrate social community (through peer learning) • Young people can consider risk, make reasoned decisions and take control (passing on safety messages) • Improved leadership qualities • Young people are confident, resilient and optimistic for the future • Young people can manage personal social and formal relationships with peers and adults • Volunteer Youth Instructors will develop their understanding and skills of working with vulnerable young people and the wider community • Volunteer Youth Instructors will develop their skills and confidence to impart their operational knowledge to young people • Young people and Volunteer Youth Instructors will pass on their learning to peers • Young people and Volunteer Youth Instructors are more able to respond when unintentional injury occurs 	Long term 3 years – full programme Phase 3 – Leadership <ul style="list-style-type: none"> • Young people will have practical understanding of the SFRS and play supportive roles in communities • Young people have become successful learners, confident individuals, responsible citizens and effective contributors with improved life skills • Young people have increased capacity for further learning, employment or volunteering • SFRS will contribute to reducing inequalities by engaging with a diverse range of young people (25% vulnerable) • SFRS will support the development of an adult volunteer network which will enhance personal development, training and employability prospects • Improved health and wellbeing by providing a range of information and resources for young people and adult volunteers 	

Evaluation Plan

OUTCOMES	OUTCOME INDICATORS	METHOD OF COLLECTING INFORMATION	WHO WILL COLLECT THE DATA?	WHEN WILL DATA BE COLLECTED?
<p>Same as the short-term outcomes overleaf. The change or difference that result from your work (e.g. To improve knowledge and understanding of Road Safety)</p>	<p>Specific measures of success. What will the outcome look like in practice? (e.g. number of young people able to identify hazards)</p>	<p>What type of evidence will you collect to tell your story? How will you collect it? (e.g. questionnaires, focus groups, social media, numerical data)</p>	<p>This will usually be the person delivering the initiative, but it may also be a project partner.</p>	<p>Build data collection into your everyday work. Remember not to leave it until the end.</p>
<p>Young people will have broadened perspective through new challenges and experiences</p>	<ul style="list-style-type: none"> Young people completing approx. 85 learning hours per phase (3 phrases) 4-5 modules per phase Numbers of certificates awarded at end of course Competence rate for all sections of course 	<ul style="list-style-type: none"> Attendance records Personal records Workbooks/completed modules 	<p>The course lead instructor & other personnel</p> <ul style="list-style-type: none"> CSE Staff YVS National Officer 	<ul style="list-style-type: none"> Before, during on a regular basis and after the scheme Annually – quantitative data i.e. numbers of courses held, number of participants etc
<p>Young people participate safely and effectively in groups</p>	<ul style="list-style-type: none"> Participation in events Young people understand the rules and regulations within a Fire Station Young People have knowledge of Health and Safety 	<ul style="list-style-type: none"> Observation Workbooks/completed modules Feedback via discussions/focus groups Informal chats Q&A sessions 		
<p>Improved problem solving and communication skills</p>	<ul style="list-style-type: none"> YP listen to instructions and work out challenges and engaged in discussions YP offer opinions, ask questions, adapt to change 	<ul style="list-style-type: none"> Completed modules Observation by Instructors Informal chats Focus Groups Q&A sessions Casual comments during the sessions 		
<p>Develop the skills to participate responsibly in political, economic, social and cultural life</p>	<ul style="list-style-type: none"> Competence rate for all sections of course Understand issues that can have a detrimental effect on communities (fire/home/personal safety) Advise they will share their learning/experiences with family/peers Number of young people who will report positive changes in their behaviour Understanding of rights and responsibilities 	<ul style="list-style-type: none"> Focus Groups, Q&As, casual moments Photographs One to ones Focus Groups, modules completed 		

EVALUATION PLAN

OUTCOMES	OUTCOME INDICATORS	METHOD OF COLLECTING INFORMATION	WHO WILL COLLECT THE DATA?	WHEN WILL DATA BE COLLECTED?
<p>Same as the short-term outcomes overleaf. The change or difference that result from your work (e.g. To improve knowledge and understanding of Road Safety)</p> <p>Improved self-esteem and confidence</p>	<p>Specific measures of success. What will the outcome look like in practice? (e.g. number of young people able to identify hazards)</p> <ul style="list-style-type: none"> No. of young people who will report that their confidence has increased Change in behaviour and attitude Took part in sessions Volunteered to answer Regularly speak up and offer opinion Communicate with others Are enthusiastic Expressed positive as well as negative feelings on occasion Consented to take the lead in roles Listened to advice and guidance 	<p>What type of evidence will you collect to tell your story? How will you collect it? (e.g. questionnaires, focus groups, social media, numerical data)</p> <ul style="list-style-type: none"> Observation on behaviour by Instructor Questionnaires Completed modules Photographs 	<p>This will usually be the person delivering the initiative, but it may also be a project partner.</p>	<p>Build data collection into your everyday work. Remember not to leave it until the end.</p>
<p>YVS are places which reduce isolation and create a sense of belonging</p>	<ul style="list-style-type: none"> Took part in sessions Became more engaged Improved social relations, Showed optimism for the course Volunteered to answer questions Young people's attendance Young people make new friends Instructors' observations in behaviour 	<ul style="list-style-type: none"> Attendance records PDPs Instructors' observations Social media screenshots Photographs One to One sessions 		
<p>Young people will contribute to the development of the YVS syllabus ensuring it is person centred and inclusive</p>	<ul style="list-style-type: none"> Young people are confident to give their views of the Syllabus and SFRS incorporate changes into syllabus Young people will complete a Personal Development Record to gather evidence of their learning Young people are keen to provide regular formal/informal feedback 	<ul style="list-style-type: none"> Personal Record Plans Focus Groups Q&As Feedback from Instructors 		

<p>Volunteer Youth instructors will have opportunities to influence YVS policy and practice</p>	<ul style="list-style-type: none"> • VYI are confident to give views and offers advice/feedback • Can recognise what works and what can be improved upon and provide positive as well as negative feedback • Creates new opportunities, events, sessions • Plans for future events 	<ul style="list-style-type: none"> • Engagement sessions with National Officer • Questionnaires • Emails • Progress reports • Personal Development Plans 		
<p>Volunteer Youth Instructors will contribute positively to their local communities</p>	<ul style="list-style-type: none"> • Numbers of hours volunteering • Volunteers feel their contribution; links with communities and social interaction are improving • Number of events/engagement sessions with local communities, individually and as a group 	<ul style="list-style-type: none"> • Data • Questionnaire • Data • Feedback from partners, other stakeholders and members of the community via questionnaire/social media 		
<p>Young people and Volunteer Youth Instructors broaden their perspectives through new experiences and thinking</p>	<ul style="list-style-type: none"> • Report they can do new things (because of improved confidence) • Report they have a positive, supportive network • Became more involved in role • Asked for references • Took ownership of participation/results/difficulties and asked for assistance • Are enthusiastic about activities/learning opportunities • Offer suggestions • Individuals report their skills have increased and their knowledge has improved 	<ul style="list-style-type: none"> • Focus Groups/Questionnaires • One to one sessions • Photographs • Social media • Newspapers/other media engagement new events, changes to the syllabus • Personal Development Plan • Engagement Sessions 		
<p>Young People and Volunteer Youth Instructors understand the steps they need to take to look after their health and wellbeing</p>	<ul style="list-style-type: none"> • Satisfaction and knowledge of physical health • Personal insight - can advise how participation in regular physical activity can affect health and wellbeing • Participation in workshops on personal safety and risk-taking behaviour • Access to support, education and learning on health and wellbeing via SFRS and national guidance • Participation in regular physical activity and workshops on personal safety and risk-taking behaviour 	<ul style="list-style-type: none"> • Feedback via focus groups, questionnaires, one to ones • Modules completed • Partner engagement, reports on national guidance 		

13. APPENDICES

Focus Group Questions – Summary of Group Feedback

- Words that come to mind when you think of YVS

- What do you get out of it?

1. Outcome: Young People participate effectively in groups

Question:

- Although we haven't been able to meet as a group because of Covid but what are your experiences engaging during the last year e.g. online?
- Did you feel it was still beneficial and what have you learned?

2. Improved problem solving and communication skills

Question:

- How have you found communicating with your instructors or each other during Covid/via the online zoom sessions? (use as appropriate)
- What were your biggest challenges? How did you respond?

3. Improved self-esteem and confidence

Question:

- Again, referring to the online sessions, in what ways do you think engaging with the instructors etc., has or can improve your confidence?
- Can you provide any examples when you have made any suggestions to improving things or have spoken up when things haven't been working?
- Have you done anything you wouldn't normally do because of YVS?

4. Develop the skills to participate responsibly in political, economic, social and cultural life

Question:

- What's your views on how COVID has affected young people with regard to learning, attendance and not being able to attend the YVS?
- Do you know what is happening with the easing of lockdown etc.? and are you aware of how it's affected communities?
- Have you been involved in helping out in your community during Covid?
- On another issue, do you tell people that you are part of the YVS and what do you say about it?

5. YVS are places which reduce isolation and create a sense of belonging

Question:

- Have you managed to take part in every zoom session and if not why not? Be honest, everyone has struggled during this time.
- Did you take part in all of the activities set out by your YVS unit, and if not why not?
- What did you get out of the sessions/activities?
- Can you describe your relationship with the other young people and instructors?

6. YP and YVI broaden their perspectives through new experiences and thinking

Question:

- We are always looking at ways to improve how we do things, is there anything you can suggest or that we need to do differently?
- What new things have you learned?
- What do you think about the support you receive?
- Can you provide an example when you have asked for assistance, highlighted any difficulties?
- Consequently, can you provide an example of when you have offered suggestions?

7. Health and wellbeing

Question:

- Your health and wellbeing is very important especially to us as an organisation and we hope you are doing ok. Can you describe anything you have been doing during lockdown i.e. going out for walks, dog walking?
- What information have you gained from SFRS? Do you check out sites online?

Volunteer Youth Instructor Feedback Survey

1. How long have you been volunteering with SFRS as a YVS youth instructor?

2. What are the main reasons you joined as a volunteer?

3. Pre-COVID, how many hours did you typically volunteer each month with YVS?

4. Since COVID, how many hours have you typically volunteered each month with YVS?

5. What do you enjoy about being a Volunteer Youth Instructor with YVS?

6. Apart from a return to face-to-face delivery, what would you like to change or improve about YVS?

7. What skills or knowledge have you gained from being a VYI?

8. What have the challenges been over the last year in your role as a VYI?

9. How difficult was it for you to carry out your VYI role over the last year?

- Very difficult
- Difficult but I was able to adapt
- Not at all difficult

10. Can you explain your answer to question 9? (e.g. it was very difficult due to lack of digital skills)

11. Please choose the most relevant to you below:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel supported in my role as a volunteer					
I feel my volunteer role is recognised and celebrated					
I have been given adequate training to carry out my role					
I feel able to give both positive and negative feedback about YVS					
I have access to resources to support my health and wellbeing					
I receive regular updates and information about YVS					

12. How much of an impact do you feel you have had in the past year through your VYI role?

- A great deal of impact A moderate amount No impact at all
- A lot of impact Little impact

13. If you chose 'little impact' or 'no impact at all' what have been the barriers and challenges being able to fulfil your role?

14. Is there anything else you'd like to feedback back about your VYI role or YVS?



SFRS YOUTH VOLUNTEER SCHEME

www.firescotland.gov.uk

Youth Volunteer Scheme – Year One Evaluation 2020-2021

Version 1.0 – 21 July 2021



Report No: C/CC/09-22

Agenda Item: 9.2

Report to:	CHANGE COMMITTEE						
Meeting Date:	12 MAY 2022						
Report Title:	PEOPLE, TRAINING, FINANCE & ASSET SYSTEMS PROGRAMME UPDATE						
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	To provide a written update to the Change Committee (CC) on the progress with the People, Training, Finance and Asset System (PTFAS) Programme; highlighting the main areas of activity, emerging themes and any significant risks.						
2	Background						
2.1	The PTFAS programme has been established to improve the operation of the Service's key back-office functions and implement systems that support more efficient and agile ways of working. A number of projects and workstreams are being managed within the Programme to deliver capabilities that will enable a transformational degree of change to the Service's back-office functions.						
3	Main Report/Detail						
3.1	The following provides an update on the main areas of activity in the most recent reporting period.						
3.2	A Programme Blueprint has been developed. Building upon the Programme Vision statement, it creates a more detailed picture of how the Service will look once the PTFAS Programme is completed and the required level of business transformation has been delivered. Its purpose is to help stakeholders develop a richer understanding of the back-office capability that will be provided to realise the benefits of the Programme and also to feed into the detail of particular procurement exercises thereby ensuring that we do not repeat our existing ways of working when we go out to market.						
3.3	The Programme Blueprint describes the current and future states in four main topics – process, organisation, technology and information. The process topic describes the old ways of working that will be phased out and new ways of working that will be introduced. The organisation topic describes the skills and culture changes that will be needed to support new ways of working. The technology topic describes the software, hardware and other technical resource requirements while the information topic describes the data and information required to support the future business operations and performance measures.						
3.4	The People, Payroll & Finance Project has delivered an Outline Business Case following the HM Treasury guidance. This has been approved by the PTFAS Programme Board and presented to both Senior Management Board (SMB) and Strategic Leadership Team (SLT). It uses 5 cases (strategic, economic, commercial, financial and management) to create the story for the Project. The strategic case describes the Project's alignment to the						

	<p>overall Programme objectives, the contribution to the realisation of the Digital Strategy and other strategic objectives such as the Long-term Vision. The economic case considers a long and short list of alternatives for future solutions and evaluates these against the best fit for Scottish Fire and Rescue Service (SFRS), the benefits, risks and potential costs. The commercial case considers routes to source future systems and covers key factors such as contract duration, procurement timescales, risk and contract management issues. The financial case reviews the affordability of future systems and considers the cost versus benefits of future systems to derive potential pay back scenarios. Finally, the management case, reviews capability to deliver the Project and takes account of governance arrangements along with management strategies for risk, change, benefits and stakeholders.</p>
3.5	<p>The Outline Business Case was a key input into the Scottish Government's Digital Assurance Office Business Justification gate as part of their Technical Assurance Framework. The final report for this was received on 29 March 2022 and gave an 'Amber proceed with recommendations' status to the Project. The report recognised good practice in the extent and scope of stakeholder engagement that has been conducted across the length and breadth of the Service which was highlighted as being a benefit in terms of gaining stakeholder commitment to the delivery of required outcomes. Good practice was also identified in terms of early internal communications which have been well received and our commitment to successful organisational change delivery.</p>
3.6	<p>Five recommendations were provided in the report that the Service will now develop an action plan to demonstrate how we will respond to each of these. The recommendations cover the need to produce a critical milestone plan and to revisit the current project plan and reconsider realistic and achievable delivery targets in identification of 'optimism bias'. A recommendation was made regarding providing improved scope definition. Further recommendations were also provided around Programme and Project governance to deliver optimum value and to reconsider the relationship between Programme and Project business cases.</p>
3.7	<p>Further gate reviews have now also been mandated on the People, Payroll and Finance Project under the Digital Scotland Services Standard. An impact assessment of this gate and further Technical Assurance Framework gates is being carried out and this will be reflected in the review of the Project plan.</p>
3.8	<p>The Rostering project is now underway and in the process of developing a Project team to assist with the delivery of its outputs. A Prior Information Notice has been issued to the market and potential solution providers are being invited to engage in 1-2-1 sessions with the Service to allow us to explain our current challenges and identify where future solutions could support new ways of working and deliver benefits.</p>
3.9	<p>Engagement with other fire services is continuing and discussions with Police Scotland and the Scottish Ambulance Service are being arranged. A risk has been identified with the potential to impact the Rostering project significantly as the impact of the 'Pensions Remedy' starts to be felt. Availability of Operational colleagues to work on the Project directly but also to engage with the Project in a wider sense could be challenging. This risk is being monitored and the impact on the Project is being assessed.</p>
3.10	<p>A further workstream has been agreed at PTFAS Programme Board to support the identification and implementation of a solution for the Health and Wellbeing function. Market research has concluded that a solution for this function cannot be provided to the extent required by off the shelf People systems and that therefore a separate yet integrated solution would be required. The scope of this workstream is being created and the resource impact is being assessed at this stage.</p>

3.11	Engagement with the Portfolio Office continues and the Programme is actively engaging in the development of best practice frameworks around change, benefit and dependency management. Input from the Portfolio Office is being provided on the development of the Business Justification Gate report action plan.
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. 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.
5.8	Performance
5.8.1	There are a large number of KPIs that will be impacted by the implementation of future system(s) and these implications are being considered.
5.9	Communications & Engagement
5.9.1	This forms a large part of the Programme and a Communication Strategy has been developed by Corporate Comms.
5.10	Legal
5.10.1	There are no direct Legal implications associated with this update report.
5.11	Information Governance
5.11.1	A DPIA has not been completed for this update report however these will be required at various stages of the Programme.

5.12	Equalities	
5.12.1	A EIA has not been completed for this update report however these will be required at various stages of the Programme.	
5.13	Service Delivery	
5.13.1	The Service Delivery Directorate is a major stakeholder on this Programme 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, Project Manager	
Sponsored by:	Liz Barnes, Director of People and Organisational Development	
Presented by:	Paul McGovern, Project 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>PTFAS Board</i>	<i>04 April 2022</i>	<i>Approved</i>
<i>Senior Management Board</i>	<i>20 April 2022</i>	<i>Approved</i>
<i>Change Committee</i>	<i>12 May 2022</i>	<i>For information</i>



Report No: C/CC/11-22

Agenda Item: 11.1

Report to:	CHANGE COMMITTEE						
Meeting Date:	12 MAY 2022						
Report Title:	PORTFOLIO OFFICE RISK LOG (DATE AS AT 13/04/22)						
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 an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office.						
2	Background						
2.1	The risk tracking process used by the Portfolio Office is designed to monitor risks that could potentially impact on the successful delivery of Change and Major Projects, and business as usual.						
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: 4 risks have been added.						
3.1.1.1	PTFAS27: Pension Remedy - may impact availability of Operational staff to engage in project and programme activity.						
3.1.1.2	MR29: Delay to completion of post contract works impacting on operations and SAS relocation to this site. (Resin flooring works in appliance bay, main access door, gym alteration works, new gate and fence)						
3.1.1.3	ESMCP 24: Recruitment and retention of vehicle fitting staff There is a risk that the service will not be able to recruit and retain the 16 Vehicle fitters for the period of the transition. There will be competition in the market place from Private companies as well as other emergency services. The limited contract on offer will also be a factor.						
3.1.1.4	RVDS/4001: Failure to provide the required resources in order to meet the aims & objectives of the RVDS project. Failure to meet timelines and efficiency savings aligned to budgetary forecasting.						

3.1.2	REMOVED: 3 risks have been removed from the PO Log.
3.1.2.1	<p>S&W 16: 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>Reduction of this risk score to low as this risk is now perceived as an issue.</p>
3.1.2.2	<p>MR15: Reduced from 16 to 12</p> <p>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>
3.1.2.3	<p>WA18/19: Scores have been changed on items relating to cost. Score was previously 20, however with the receipt of market testing and amended funding, this now has a score of 8. This score is due to currently being without confirmed tender price.</p>
3.1.3	UPDATED: 1 risks have been updated.
3.1.3.1	<p>SDMP3/004: Failure to initiate an appropriate Communications and Engagement Strategy.</p> <p>Risk reduced from 25 to 20 - Public Involvement and Consultation Team now fully formed. The team, including a manager and two officers are currently undertaking induction into SFRS and the SDMP, this is anticipated to be completed Q1 2022-23.</p> <p>Risk remains very high (20) due to current Strategic Change Timeline that indicates Public Consultation regarding Change Options Sept-Nov 2022. Risk rating also informed by the limited engagement conducted, which has been mainly restricted to internal middle and strategic management thus far.</p>
3.2	Command & Control Futures Project:
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>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 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 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> <p>Service Delivery Model Programme:</p>

3.3 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: 20</p> <p>Control measure: C&E business partner has been allocated to programme.</p> <p>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</p> <p>Control Measure: "C&E business partner has been allocated to programme.</p> <p>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>
3.4 3.4.1	<p>Emergency Services Network Implementation Project:</p> <p>ESMCP 4: Systel/ESN System Integration</p> <p>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</p> <p>C&E business partner has been allocated to programme.</p> <p>Engagement has only taken place internally at middle to strategic management level so far.</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</p> <p>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.</p> <p>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. 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</p>

<p>3.4.9</p>	<p>£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> <p>ESMCP 24: Recruitment and retention of vehicle fitting staff There is a risk that the service will not be able to recruit and retain the 16 Vehicle fitters for the period of the transition. There will be competition in the market place from Private companies as well as other emergency services. The limited contract on offer will also be a factor.</p> <p>Risk Rating: 20 Control measure: Capacity of existing skill set in the labour market attractiveness of pay and conditions Short term contracts on offer.</p>
<p>3.5 3.5.1</p>	<p>McDonald Road 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>
<p>3.5.2</p>	<p>MR29: Delay to completion of post contract works impacting on operations and SAS relocation to this site. (Resin flooring works in appliance bay, main access door, gym alteration works, new gate and fence)</p> <p>Risk Rating: 16 Control Measure: PM to chase contractors for an update on programme, once confirmation is received a programme is issued to relevant parties and PM to monitor delivery of works.</p>
<p>3.6 3.6.1 3.6.2 3.6.3</p>	<p>People Training and Financial Assets PTFAS6: The risk of not securing the required future funding for the programme at each of the programme's phases because of budget pressures and competing priorities. This could result in the project being delayed, implemented in part or not implemented at all.</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> <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 (pervious 15) Control Measure: Investigate contingency with supplier</p> <p>PTFAS27: Pension Remedy - may impact availability of Operational staff to engage in project and programme activity</p>

<p>3.7</p> <p>3.7.1</p> <p>3.7.2</p> <p>3.8</p> <p>3.8.1</p>	<p>Risk Rating: 16 Control Measures: Identify projects and workstreams with requirement for input or engagement from Operational staff. Engage with uniformed colleagues to understand their availability</p> <p>On Call Improvement Programme</p> <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>Risk Rating: 16 Control Measures: HROD Business Partner allocated to RVDS Project</p> <p>RVDS4/001: Failure to provide the required resources in order to meet the aims & objectives of the RVDS project. Failure to meet timelines and efficiency savings aligned to budgetary forecasting.</p> <p>Risk Rating: 20 Control Measures: Formation of a NRVLF with ToR meeting the needs of the RVDS Strategy. RVDS Support Team has also been approved adding to resources available. Nov/Dec 2021 NRVLF to support business case/case for change as current Support Team temporary due to end March 2022 - substantiate. Additional resources to support new RVDS Programme with 3 projects to deliver within same timeframes</p> <p>WEST ARC</p> <p>WA14: Financial: Impact of external influences, such as BREXIT, Ukrainian implications on the progress of the works. Consequence: possible increased costs and extended material delivery periods.</p> <p>Risk Rating: 16 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>
4	Recommendation
4.1	The Change Committee are asked to note the contents of the current report.
5	Key Strategic Implications
5.1	<p>Risk</p> <p>The principles adopted align to the direction contained within SFRS Finance and Contractual Services Risk Management policy.</p>
5.2	<p>Financial</p> <p>There are no direct financial implications associated with this report. Individual projects will monitor their financial status on a regular basis.</p>
5.3	<p>Environmental & Sustainability</p> <p>There are no direct environmental or sustainability issues associated with this report.</p>
5.4	<p>Workforce</p> <p>There are no direct Workforce issues associated with this report.</p>
5.5	<p>Health & Safety</p> <p>There are no direct Health & Safety implications associated with this report.</p>

5.6 5.6.1	Training There are no direct training implications associated with this report. Individual projects will communicate with training on a regular basis.
5.7 5.7.1	Timing Portfolio Officers will engage with Project Managers regularly to provide support in the monitoring of key aspect of their projects. Updates to CC will be quarterly.
5.8 5.8.1	Performance The use of the risk register will assist the Portfolio Office and the Project Managers to monitor their projects more closely whilst ensuring 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 Senior Management Board 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	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 Strategic Planning, Performance and Communications Directorate's Information Security guidance document finding.
5.11.2	Each project will be assessed as part of the project management process.
5.12 5.12.1	Equalities An Equality Impact Assessment has been undertaken in relation to the Risk Management Policy.
5.12.2	Each project will be assessed as part of the project management process.
5.13 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, Portfolio 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>12 May 2022</i>	<i>For Scrutiny</i>

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>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 then drives a remap of the the milestone payments.	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 then drives a remap of the the milestone payments.	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	<p>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>	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 then drives a remap of the the milestone payments.	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	<p>Close monitoring and liaison of the issue and collegiate working with OC Managers to support critical business needs where required.</p> <p>Recruitment of additional non-uniform testers to backfill CCF Team positions unable to be filled due to shortfall.</p> <p>Adjustment and management of the training delivery programme to minimise impact.</p>	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	<p>C&E business partner has been allocated to programme.</p> <p>Engagement has only taken place internally at middle to strategic management level so far.</p> <p>This has supported engagement with a cross section, but limited amount of SFRS members regarding development of CRIM and SDMP Change Criteria.</p> <p>Public Involvement and Consultation Team (PICT) have now been appointed and anticipated to commence March 2022</p>	Change Committee	Service Delivery Model Programme Board & Senior Management Board	1	4	4	20	<p>PICT to produce Public Consultation Plan aligned to current Strategic Change timeline</p> <p>Communications and Engagement Plan with internal and external stakeholders, including rep bodies, yet to be developed.</p>	HoF Service Development	1	

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				
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. 2nd WC post in BCIAT will not be filled. This position and associated workload will be supported by existing resource within	Change Committee	Service Delivery Model Programme Board & Senior Management Board	2	4	8	16	Senior GIS analyst post critical to CRIM development yet to be filled. Recruitment strategy is ongoing with post advertised February 2022	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 fitting of the fixed vehicle devices to the Appliances is critical to both business but the transition itself. The management of this area from a workshop capacity and staff (trained vehicle fitters) availability is critical to the Projects success.	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	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	
ESMCP 24	11/01/2022	Recruitment and retention of vehicle fitting staff There is a risk that the service will not be able to recruit and retain the 16 Vehicle fitters for the period of the transition. There will be competition in the market place from Private companies as	4	4.3	4	5	20	Capacity of existing skill set in the labour market attractiveness of pay and conditions Short term contracts on offer	ESMCP Project Board	Senior Management Board	1	5	5	20	Actions still to be determined	I Morris S Roberts A Mosley	
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		
MR29		Delay to completion of post contract works impacting on operations and SAS relocation to this site. (Resin flooring works in appliance bay, main access door, gym alteration works, new gate and fence)			4	4	16	PM to chase contractors for an update on programme, once confirmation is received a programme is issued to relevant parties and PM to monitor delivery of works.	Programme Board	Senior Management Board			3	16	Programme of work to be issued	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

Directorate Risk Ref. No.	Date Identified	Directorate Risk Description (including consequence of risk if impacting upon the Service)	Strategic Plan Outcome (1, 2, 3 or 4)	Strategic Plan Objective (1.4, 2.1 etc)	Original Risk Assessment (Assessment at beginning of Financial year)			Existing Controls	Governance and Scrutiny Arrangements		Target Risk Assessment (Assessment at end of Financial year)			Current Risk Rating	Actions Still Required (From AOP or other Planning document - with relevant completion date)	Responsible Officer	Link to Strategic Risk
					Probability (P)	Impact (I)	Initial Risk Rating		Committee	Executive Board	P	I	Target Risk Rating				
PTFAS12	May-21	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
PTFAS27	Mar-22	Pension Remedy - may impact availability of Operational staff to engage in project and programme activity	4	4.3	4	4	16	Identify projects and workstreams with requirement for input or engagement from Operational staff. Engage with uniformed colleagues to understand their availability	Programme Board	Senior Management Board	2	4	8	16	Requires discussion at PTFAS Programme Board	Programme Manager	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
RVDS 4/001	01/08/2019 Reviewed May 2021/Reviewed Nov/Dec 2021	Failure to provide the required resources in order to meet the aims & objectives of the RVDS project. Failure to meet timelines and efficiency savings aligned to budgetary forecasting.	4		2	4	8	Formation of a NRVLFF with ToR meeting the needs of the RVDS Strategy. RVDS Support Team has also been approved adding to resources available. Nov/Dec 2021 NRVLFF to support business case/case for change as current Support Team temporary due to end March 2022 - substantiate. Additional resources to support new RVDS Programme with 3 projects to deliver within same timeframes	Change Committee	National Retained and Volunteer Leadership Forum/RVDS Improvement Programme Board	4	5	9	20	Support Team members all temporary due to end March 2022. RVDS Strategy Project elevated to Strategic Programme Nov/Dec 2021 with 3 identified projects to deliver within existing timeframes. Case for Change to substantiate current Support Team and request additional resources to support delivery of all 3 projects to programme end. March 2022 - Case for Change outcome On Call Support Team temporarily extended to March 2023 and additional resources requested unable to support at this time. Resource risk remains at 20 on risk register due to this and potential impact of pension remedy.	DACO OPS	4
WA14	August 2020	Financial: Impact of external influences, such as BREXIT, Ukrainian 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.	Change Committee		2	2	4	16	Monitor as cost information is identified. Score reduced from 20 to 8, with submitted Market Testing and increased funding level. Score increased from 8 to 16. Score increased due to geopolitical matters, Ukrainian conflict. Financial impact yet to be determined. Ref to Issues Item 8.	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 SFRS, 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 systems/technology developments	Only prepared to accept the potential for very limited variance in budget lines. Minimising cost is the primary concern	Want to be very sure the Service would win any challenge	Only tolerant of risk taking where there is no chance of significant repercussions for the Service
Cautious (3)	Only tolerant of making statements or taking decisions that impact on the political arena where the Service has the support of key political stakeholders	Tendency to stick to the status quo. Innovations generally avoided unless necessary. Decision making authority generally held by SLT. Resources are generally allocated to core business. Systems/technology developments limited to those which are essential, unless low risk	Prepared to accept the potential for some variance in budget lines and the potential for some minor underspend/overspend. Value for money is the primary concern, with an emphasis on quality as well as price	Limited tolerance for sticking our neck out. Want to be reasonably sure the Service would win any challenge.	Only tolerant of risk taking where there is limited chance of significant repercussions for the Service
Open (4)	Appetite to take decisions which may expose the Service to additional parliamentary or political scrutiny, but only where appropriate steps have been taken to minimise any exposure	Innovation supported as long as there is a commensurate improvement in management control. Responsibility for non-critical decisions may be devolved. Resources are allocated to capitalise on potential opportunities, not just to deliver our current practices. Systems/technology developments considered where these will enable delivery.	Prepared to take some financial risk by investing in new projects or activities (recognising that this could result in overspend / underspend) as long as appropriate controls are in place. In assessing value for money, quality considerations are weighted more than price	Challenge will be problematic but the Service is likely to win it. The gain will outweigh the adverse consequences.	Appetite to take any decisions which may expose the Service to additional scrutiny, but only where appropriate steps have been taken to minimise any exposure
Risk Seeking (5)	Appetite to take decisions which are likely to expose the Service to additional political, media and parliamentary scrutiny where the potential benefits to the Service outweigh the risks	Innovation pursued, desire to break the mould and challenge working practices. High levels of devolved authority, management by trust rather than tight control. Resources are allocated to areas of work where there are guarantees of success - investment capital type approach. New technologies viewed as a key enabler of operational delivery.	Prepared to take financial risks by investing for the best possible reward, accepting that this brings the possibility of underspend/overspend.	Chances of losing are high and consequences serious. But a win would be seen as a great coup.	Appetite to take decisions which are likely to expose the Service to additional scrutiny, if the potential benefits outweigh the risks

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

Report No: C/CC/12-22

Agenda Item: 11.2

Report to:	CHANGE COMMITTEE						
Meeting Date:	12 MAY 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 – [Nil Return] • 1e – Directorate Closed Risk Summary – [Nil Return] • 1f – Directorate Risk Rating Change Summary
3.4	<ul style="list-style-type: none"> • 1g – New Directorate Risks – [Nil Return] • 1h – New Directorate Control Summary <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	The risk register forms a core part of the Scottish Fire and Rescue Service (SFRS) governance, risk management and assurance arrangements.
5.2	Financial
5.2.1	There are no direct financial implications associated with this report.
5.3	Environmental & Sustainability
5.3.1	There are no direct environmental or sustainability issues.
5.4	Workforce
5.4.1	There are no direct Workforce issues associated with this report.
5.5	Health & Safety
5.5.1	There are no direct Health & Safety implications associated with this report.
5.6	Training
5.6.1	The development of a revised in-house risk register and report requires additional engagement and training of responsible staff.
5.7	Timing
5.7.1	There are no significant timing implications associated with this report.
5.8	Performance
5.8.1	The risk management framework forms part of the Services wider governance arrangements which collectively ensure performance is managed and improved where possible.
5.9	Communications & Engagement
5.9.1	Direct communication and engagement with the Board, SLT and Directorates ensures awareness and ownership of risk is effectively managed.

5.10 5.10.1	Legal There are no direct legal implications arising from this report	
5.11 5.11.1	Information Governance There are no direct information governance implications associated with this report.	
5.12 5.12.1	Equalities 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 5.13.1	Service Delivery 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>12 May 2022</i>	<i>For Scrutiny</i>

Change Committee Risk Report 2021-22 Q4



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 - Appendix 1e - [NIL RETURN]
 - Appendix 1f
 - Appendix 1g - [NIL RETURN]
 - Appendix 1h

Strategic Risk Summary

Appendix 1a

Risk Reference	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	16 (4 x 4)
8	Ability to anticipate and adapt to a changing environment through innovation and improved performance	Director of Service Development	16 (4 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 (Pxl)	Committee	Executive Board
8	Improve performance	SDD001	Resources and Capacity	<p>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.</p> <p>Inability to identify resource requirements, unable to work effectively and efficiently as a Directorate and support wider Service Development.</p>	Director of Service Development	16 (4 x 4)	CC	SMB
8	Improve performance	SPPC002	Communicate with Stakeholders	<p>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</p>	Head of Communication and Engagement	15 (3 x 5)	CC	GGB

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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
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	12 (3 x 4)	CC	SMB
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

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Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	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	8 (2 x 4)	CC	SMB

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
8	SDD001	Resources and Capacity	Development of business cases, recruitment and implementation of posts to allow the population of proposed Directorate Structure in line with organisational need	Head of Portfolio / ICT / SD	Mar-22	Green - 70%	Business Cases agreed for Directorate. All recruitment processes underway, which will contribute towards building a Directorate structure to enable business change.	16 (4 x 4)	5 (1 x 5)	CC	SMB
8	SPPC002	Communicate with Stakeholders	Develop a SFRS Communications and Engagement Strategy for 2021-23.	Head of Communication and Engagement	Mar-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 (3 x 5)	12 (3 x 4)	CC	GGB

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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	Implement the recommendations from the internal communications review.	Head of Communication and Engagement	Mar-22	Amber - 80%	Web and iHub review is ongoing with proposals for redevelopment to be completed by end March 2022.	15 (3 x 5)	12 (3 x 4)	CC	GGB
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	Mar-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 (3 x 4)	12 (3 x 4)	CC	PB
6	POD002	Replacement Programme	Appointment to the wider Programme Team positions	Paul McGovern, POD Programme Manager	Mar-22	Green - 60%	Programme Manager now recruited. Business Case identifying additional staff requirements agreed by SLT and BCTAG. Recruitment will now be progressed.	12 (3 x 4)	12 (3 x 4)	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	Identify and release of key staff from substantive roles to support programme requirements.	Head of People and Organisational Development	Mar-22	Green - 60%	<p>Release of POD Managers and key POD staff from substantive roles to the programme team and UIG.</p> <p>Key POD resources now been identified to support the PPF project and will be included in the 2022 capital request.</p>	12 (3 x 4)	12 (3 x 4)	CC	PB
5	POD010	Project Support	PTFAS Programme Communication plan to be developed and implemented.	Paul McGovern, POD Programme Manager	Mar-22	Green - 30%	The 2022/23 business case for resource is being submitted to the SLT in February. Approval of this business case would require further recruitment within the POD Directorate to support the release of staff to the Programmer.	12 (3 x 4)	8 (2 x 4)	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	Mar-22	Green - 20%	This is being monitored on an on-going basis as further information on the progress on SDMP is received.	12 (3 x 4)	8 (2 x 4)	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	Ongoing creation of Community Risk Index Model	Head of Service Development / AC A Girrity	Mar-22	Green - 70%	<p>The external validation of the base CRIM is nearing completions with continual update and refresh of CRIM in future years.</p> <p>Phase 1 (Human Geography) completed and Phase 2 (Built and Natural Environments) is progressing well.</p>	12 (3 x 4)	9 (3 x 3)	CC	SMB
1	SDD002	Evidence Based Decision Making	Establish process for the provision and sharing of relevant data	Head of Service Development / Damien Griffith / AC A Girrity	Mar-22	Green - 75%	<p>Ongoing dialogue and agreement to share resource between SDMP, Data Services and ICT. Additional activity to identify external data sources relevant to SDMP development.</p>	12 (3 x 4)	9 (3 x 3)	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	Aug-23	Green - 25%	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 (3 x 4)	9 (3 x 3)	CC	SMB
7	SDD004	Organisational Culture	Consideration should be given to the development of a Service Improvement Framework and Self-Assessment to ensure the systematic approach to continuous improvement which demonstrates the commitment to continuous improvement across the service	Head of Portfolio / AC Robison	Mar-22	Amber - 50%	Surveys have been concluded in relation to Continual Improvement. Conclusion and recommendations paper being prepared for SMB. Once complete feedback will be reviewed and used in the development of a formal service improvement strategy and framework (action aligned to recommendations outlined within Deloitte report)	8 (2 x 4)	8 (2 x 4)	CC	SMB

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Directorate Closed Control Summary

Appendix 1d

NIL RETURN

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Directorate Closed Risk Summary

Appendix 1e

NIL RETURN

Directorate Risk Rating Change Summary

Appendix 1f

Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (Pxl)	Initial Risk Rating (Pxl)	Committee	Executive Board
POD010	Skilled, trained and motivated staff	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	Probability Decreased; Due to the recent POD recruitment. Proability reduced from 4 to 3.	12 (3 x 4)	16 (4 x 4)	CC	SMB

New Directorate Risks

Appendix 1g

NIL RETURN

New Directorate Controls Summary

Appendix 1h

Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
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.	Consideration should be given to the development of a Service Improvement Framework and Self-Assessment to ensure the systematic approach to continuous improvement which demonstrates the commitment to continuous improvement across the service	Head of Portfolio / AC Robison	Mar-22	Amber - 50%	Surveys have been concluded in relation to Continual Improvement. Conclusion and recommendations paper being prepared for SMB. Once complete feedback will be reviewed and used in the development of a formal service improvement strategy and framework (action aligned to recommendations outlined within Deloitte report)	CC	SMB

CHANGE COMMITTEE ROLLING FORWARD PLAN

Agenda Item 12.1

	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
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CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
9 FEBRUARY 2023	<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"> •