



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

MONDAY 15 AUGUST 2022 @ 1400 HRS

**BRAIDWOOD SUITE, SCOTTISH FIRE AND RESCUE SERVICE HEADQUARTERS,
WESTBURN DRIVE, CAMBUSLANG, G72 7NA / 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: 12 MAY 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)

S Stevens

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

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

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8 CHANGE PORTFOLIO/MAJOR PROJECTS

- 8.1 Portfolio Office Project Dashboard (*attached*) A Main
S Nicholson
- Low Carbon Appliance Project Dossier (*attached*)
8.2 People, Training, Finance and Assets System Programme Update
(*attached*) S Semple

9 GENERAL REPORTS

- 9.1 Portfolio Office Progress Update (*attached*) A Main
9.2 Internal Audit – Portfolio Office (*verbal*) A Main

10 RISK

- 10.1 Portfolio Office Risk Report (*attached*) A Main
10.2 Committee Aligned Directorate Risks (*attached*) D Lockhart

11 COMMITTEE ROLLING FORWARD PLANNING

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

12 REVIEW OF ACTIONS

Board Support

13 DATE OF NEXT MEETING

Thursday 10 November 2022 @ 1000 hrs

PRIVATE SESSION

14 MINUTES OF PREVIOUS PRIVATE MEETING: 12 MAY 2022
(*attached*)

F Thorburn

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

15 PRIVATE ACTION LOG (*attached*)

Board Support

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

16 PORTFOLIO OFFICE PROJECT

- New Highlight Report (Test of Change) (*attached*) A Main

17 FINANCIAL REPORTING - CHANGE PORTFOLIO (*attached*)

A Main

This report is for information only.

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

A Watt/
G MacKay

This report is for information only.

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



SCOTTISH
FIRE AND RESCUE SERVICE

Working together for a safer Scotland

PUBLIC MEETING - CHANGE COMMITTEE

THURSDAY 12 MAY 2022 @ 1000 HRS

BY CONFERENCE FACILITIES

PRESENT:

Fiona Thorburn, Chair (FT)
Stuart Ballingall (SJB)

Nick Barr (NB)
Angiolina Foster (AF)

IN ATTENDANCE:

Paul Stewart (PS)	Assistant Chief Officer, Director of Service Development
Andy Main (AM)	Head of Portfolio Office
Gillian Buchanan (GB)	Deputy Portfolio Manager
Alasdair Perry (AP)	Head of Prevention & Protection (P&P) (up to Item 9 only)
Curtis Montgomery (CM)	Change Centre of Excellence Manager
David Lockhart (DL)	Head of Service Development
Des Donnelly (DD)	Group Commander, Chief Officer Business Support
Paul McGovern (PMcG)	PTFAS Programme Manager (Item 9.2 only)
Ruth Cairns (RC)	Youth Volunteer Scheme - National Officer (Item 9.1 Only)
Heather Greig (HG)	Board Support Executive Officer
Pamela Nicol (PN)	Corporate Admin Assistant Team Leader/Minutes

OBSERVERS

Leanne Stewart	Portfolio Office
Siobhan Hynes	Portfolio Office
Joan Nilsen	Portfolio Office

1 WELCOME

- 1.1 The Chair opened the meeting and welcomed those participating via MS Teams.
- 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

Brian Baverstock, Board Member
Ross Haggart, Deputy Chief Officer

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

3.1 The Committee agreed that the Portfolio Office Progress Update (Agenda Item 17) and the Risk Spotlight: SDD01 Inability To Deliver Effective Sustainable Change And Strategic Objectives (Agenda item 18) would be heard in the private session due to the confidential nature of the issues (Standing Order 9G).

3.2 The Command and Control Futures (CCF) Project (Agenda Item 19) and the People, Training, Finance and Assets Systems Business Case (Agenda Item 20) 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: 3 FEBRUARY 2022

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

5.1.1 **The minutes of the meetings held on 3 February 2022 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 closed actions were agreed and removed.

6.2 The Committee agreed Item 11.2.2 on the Action Log had been superseded and should be closed.

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 PS informed the Committee that there was no further update to add to the Action Log.

7.3 **The Committee noted the SMB Action Log.**

8 ANNUAL VALUE ADDED STATEMENT 2021/22

8.1 FT presented to the Committee the annual Value Added Statement report for 2021/22, which outlined evidence of how the Committee supports the effective functioning of the Board.

8.2 The Committee queried the word 'assurances' in Section 4, paragraph 2 and agreed on its use in the singular form.

ACTION: BST

8.3 **The Committee approved the report subject to the above amendment.**

9 CHANGE PORTFOLIO/MAJOR PROJECTS

9.1 Portfolio Office Project Dashboard

9.1.1 GB presented the Portfolio Office Project 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:

- West Asset Resource Centre (ARC) – Change Request: Increase the Project funding to allow for the recently submitted costs and allocation of some 10% contingency, all to the sum of £14.3million.

- Safe and Well – Change Request and Updated Dossier: Extend project timeline to 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 with and sign up partners to participate in the pilot; a key element to the Safe and Well project.
- Youth Volunteer Scheme (YVS) Evaluation Report: Provided for information only to advise the Senior Management Board (SMB) of a 'Year One' evaluation which was carried out from March 2020 to April 2021 of the Scottish Fire and Rescue Service (SFRS) Youth Volunteer Scheme.

- 9.1.2 The Committee observed that every project has a resource and skills challenge attached to it and many are related to resource constraints mostly within People and Organisational Development (POD). The Committee asked if we were challenging the priority for the areas that input was being requested from. AM agreed that the observation was well made and is a common theme across the Change Portfolio as well as organisation wide. CM advised of the ongoing work to create a link to the organisational strategy which would set out the priorities of which capabilities were needed to deliver and when and spin out projects from that roadmap. This would be discussed further during the resourcing spotlight. PS added that several aspects are impacting the resourcing challenge, including skills availability, buoyancy of job market and pay rates as well as process and facilitation of resources.
- 9.1.3 Having scrutinised the Project report as highlighted in Appendix B and in the absence of the Executive Lead, Acting Director of Asset Management, the Committee were content with the West ARC Change Request.
- 9.1.4 **The Committee scrutinised the West ARC Change Request.**
- 9.1.5 AP highlighted key points in relation to the Change Request submitted for the Safe and Well Project. The pilot scheme was due to be undertaken during the period October 2021 – March 2022 but faced delays due to the impact of the Omicron variant which affected the ability to engage with partner agencies. The project has worked closely with ICT to develop a system which is user friendly and is aimed to reduce impact on the front line. There are some delays in finalising a progressive web application, however, it is expected to deliver within the project timeline. In delivery of the paper, AP commended Group Commanders Lynne Gow and previously Kevin McCusker on their work in bringing the project forward in challenging circumstances. AP asked the Committee to consider an extension to the project timeline from April 2022 – August 2022.
- 9.1.6 **The Committee scrutinised the Safe and Well Change Request and Updated Dossier.**
- 9.1.7 RC highlighted the positive work undertaken by the YVS and to share its 'One Year' evaluation. The Committee commended the team on their work. RC gave an overview from February 2020 – April 2021 on delivery of the YVS which faced many digital challenges, poor rural connectivity, digital fatigue after the school day and the challenge on mental wellbeing and work life balance that the pandemic brought during lockdown.
- 9.1.8 RC provided further information in relation to what the YVS were able to deliver, this included virtual engagements both locally and at national level, support in progressing the set up of new units and adapting accordingly to meet short term outcomes set out in the evaluation plan. Feedback from the participants included increase in self-esteem, development of life, work and learning skills, improved communication and support in improving their health and wellbeing.
- 9.1.9 RC shared information relating to the evaluation of SFRS YVS, detailing 7 schemes launched face-to-face on fire stations and currently engaging with 89 young people with all 15 schemes anticipated to be launched by the end of summer 2022.

9.1.10 The Committee praised the team on the good and uplifting work being undertaken. It was highlighted that the YVS work would be an important existing building block should the Service become involved in the Scottish Government initiative which encourages larger public bodies in Scotland to recognise their potential in making a difference to local communities beyond their stated core business and become 'anchor institutions'.

9.1.11 Following discussion, AP would explore what further work could be undertaken by the Service under the anchor institution banner.

ACTION: AP

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

9.2.1 PMcG presented an update to the Committee on the PTFAS programme, highlighting the main areas of activity in the most recent reporting period including the Programme Blueprint which was also published on the SFRS iHub.

9.2.2 The Programme Blueprint describes the current and future state under four main topics – Process, Organisation, Technology and Information. PMcG explained that the Process referred to the shift from the old ways of working to new working practices/processes being 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 and the Information topic describes the data and information required to support the future business operations and performance measures.

9.2.3 A Scottish Government Audit had been carried out in relation to the People, Payroll and Finance Project which provided positive feedback whilst recognising further work was still required. Further discussion around this would be held during the Private Session of the meeting.

9.2.4 The Rostering project is now underway and is in the process of building a Project team. Analysis work has commenced focussing on processes and benefits and aligning to outcomes of the Service Delivery Model Programme (SDMP) in terms of future ways of working. Engagement had started following a Prior Information Notice being issued to the market and potential solution providers were invited to engage. 12 suppliers joined last month's session and a further 7 suppliers have asked to speak with the Service on a 1-2-1 basis.

9.2.5 The Committee praised the development of the Blueprint. PMcG advised this would be used as a starting point for the overall programme to help define delivery, including close working with the Portfolio Office in terms of articulation, workshops and resources required to develop further.

9.2.6 It was noted that the Blueprint would give assurances around the design of the future state, taking an enterprise approach across the four domains, setting out the road map to the future state and the end point with newer change capabilities, transitional architecture covering data domain, technology architecture, business process architecture and the Organisational target operating model.

9.2.7 The Committee observed that there was a fundamental shift in the programme in terms of organisational thinking, culture and technology usage. PMcG agreed that the challenges and issues identified around processes, culture, etc required to be fundamentally addressed at this stage and that the Programme Board recognised the transformation needed.

9.2.8 The Committee expressed concern re the significant scale, complexity and cost of the PTFAS programme and offered words of caution in regard to the way forward. The

Committee asked if any of the work could be broken down to alleviate the associated risks. The Committee emphasised the requirement for broader conversations in relation to these concerns.

- 9.2.9 AM highlighted the need for a benefits led approach, identifying the needs of the organisation eg improved ways of working, integrated systems, driving efficiencies etc. However due to the scale of the programme careful consideration would be required on how it is structured going forward. The Committee provided feedback as to how this could be managed with lower risk.

10 GENERAL REPORTS

10.1 Internal Audit Report 2021/2022 – Portfolio Office

- 10.1.1 AM summarised the findings of the final Internal Audit report received from Azets which included their review for accuracy. The report detailed an accurate reflection of the current state and provided encouragement that aligned to the organisation's roadmap. The sequence of activity currently being worked on was largely in line with the recommendations set out by Audit Scotland. The Audit report would be presented to the next formal Strategic Leadership Team (SLT) meeting in June and following the correct governance route to the Audit and Risk Assurance Committee (ARAC) thereafter. AM suggested that the report be circulated to the Change Committee for consideration at that time.

- 10.2 The Committee asked that the Internal Audit report be circulated to the Change Committee members at the same time as ARAC members.

ACTION:PO

- 10.3 **The Committee noted the report.**

11 RISK

11.1 Portfolio Office Risk Log / Tracker

- 11.1.1 GB presented the Committee with an overview of the identified risks that could impact on the various programmes of work being monitored by the Portfolio Office and noted that the areas of change were highlighted within the covering report.

- 11.1.2 GB reminded the Committee of the intention to adopt the revised format, similar to the Aligned Directorate Risks report, which was being developed and would be presented to the Senior Management Board (SMB) in June.

- 11.1.3 **The Committee noted the report.**

11.2 Committee Aligned Directorate Risks

- 11.2.1 PS presented the Aligned Directorate Risks report to the Committee highlighting that the spotlight risk would be discussed during the Private session.

- 11.2.2 **The Committee noted the report.**

12 COMMITTEE ROLLING FORWARD PLAN

12.1 Committee Forward Plan

- 12.1.1 No items were identified.

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

- 12.2.1 The Committee agreed that further discussion should take place regarding prioritisation going forward, specifically around People, Training, Finance and Assets Systems (PTFAS) programme with regards to scale, complexity and resource challenges which seems to be a common thread through a number of projects discussed at the meeting.

13 REVIEW OF ACTIONS

- 13.1 HG confirmed that three formal actions were recorded during the meeting.

14 DATE OF NEXT MEETING

14.1 The next meeting is scheduled to take place on Thursday 11 August 2022 at 1000hrs.

14.2 There being no further matters to discuss, the public meeting closed at 1130 hrs.

DRAFT



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 8 actions. A total of 6 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 6 actions noted as completed (Blue status), note the one action categorised as Green status and note one action 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		July 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. Completed (15/08/2022): This action is now complete and can be closed
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. Update (15/08/2022): This activity remains in progress. Consultation input and feedback from SMB colleagues requires consideration and merging into a final version of the strategic document for the function.
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		May 2022	Update (12/05/2022): Scheduling In-Progress with SFRS Committee Support. Completed (15/08/2022): This action is now complete and can be

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						closed – workshop was held on 27 May 2022.
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		July 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, Change Committee (Off Table) – May 2022, Audit and Risk Assurance Committee – June 2022) Completed (15/08/2022): This action is now complete and can be closed – Internal Audit report has been circulated to all Committee members.
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. Update (15/08/2022): Work in Progress. Portfolio Office are partnering with Finance to re-design of the current state Business Case Process / Template to incorporate a measurable benefits section within the template to allow for identification and quantification of benefits from the outset.

Committee Meeting: 12 May 2022						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
8.2	Value Added Statement: Amendment to the word Assurance in section 4.	FT	August 2022		May 2022	Completed (11/08/2022): The Change Committee Annual Value-Added Statement has been amended to reflect this.
9.1.11	Youth Volunteer Scheme Evaluation Report: Head of Prevention and Protection to look at what more can be done under the framework of an anchor institution.	AP	August 2022		August 2022	Completed (11/08/2022): As an Anchor institution SFRS contributes to the health and wellbeing of communities. The YVS is a key part of our work in this regard and as the number of Schemes increases and those existing schemes grow in maturity – the areas of activity and community engagement undertaken by the YVS will increase. This will ensure the YVS influence on community wellbeing is enhanced. The YVS evaluation states that “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” and goes onto explain that “ 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”. Following the question from the

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						<p>Change Committee – future YVS evaluations will consider the contribution of the scheme to service campaigns and other activities that will result in wider community health and wellbeing.</p> <p>For information; Subjects currently being addressed through partnership by the YV's include; cyber-crime /online safety, bullying and harassment, sexual health/sexting, substance misuse, managing money, Taking risks, Mental health first aid, Social isolation.</p> <p>YV's are supporting community events including; Marshalling at events, Fundraising for charities, Litter picking, Beach clean, Helping out at station events i.e. car washes, fetes etc</p> <p>Key messages can be delivered by YV's; To peers in schools, To younger children / older people, On visits to other community groups.</p>
10.2	<p>Internal Audit Report 2021/22 – Portfolio Office: Copy of the IA report will be circulated to the Committee once available.</p>	AM	August 2022		July 2022	<p>Completed (15/08/2022): This action is now complete and can be closed – Internal Audit report has been circulated to all Committee members.</p>

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	15/06/22	RH to liaise with risk owners about creating a risk spotlight for the next SMB meeting	Ross Haggart / Stuart Stevens	Aug-22			Update 13/7/22 - Now moved to the Interim DCO Stevens and update will be provided in August following reort going to SDC
NA	SMB	13/07/22	SF to look at the duplicates risks relating to ESN that were showing in the Portfolio Office Risk Register	Sandra Fox	Aug-22			
NA	SMB	13/07/22	ER to arrange a face to face SMB Meeting at McDonald Road later this year	Elaine Reside	Oct-22			
NA	SMB	13/07/22	MW to speak off table with Ceri Dodd regarding support for the Team Brief Proposal	Marysia Waters	Aug-22			



Report No: C/CC/16-22

Agenda Item: 8.1

Report To:	CHANGE COMMITTEE						
Meeting Date:	15 AUGUST 2022 (DATE AS AT: 13 JULY 2022)						
Report Title:	PORTFOLIO OFFICE PROJECT DASHBOARD COVER PAPER						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <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 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	SDMP- close involvement with Service Delivery Model Programme (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, Skills and Resources. The McDonald Road skills & resources changed from green to amber due to the sub-contractor going into liquidation. Engagement has taken place with another cladding contractor to carry out the external snagging - this commenced at the end of June 2022.
3.5.7	Safe and Well showing Red for Quality. Additional ICT issues have been identified with the hosting platform.

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4	Recommendation	
4.1	The Change Committee are asked to note the projects for governance under the programme.	
5	Core Brief	
5.1	Not Applicable	
6	Appendices/Further Reading	
6.1	Appendix A – Project Dashboard	
6.2	Appendix B – Low Carbon Appliance - dossier	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Programme Officers	
Sponsored by:	David Lockhart, Director of Service Delivery	
Presented by:	Andy Main, Head of Portfolio Office	
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>15 August 2022</i>
		<i>For Scrutiny</i>



**CHANGE PORTFOLIO
MONTHLY UPDATE REPORT**

**SMB: 13/07/2022
Data as of: 05/07/22**

RAG Status Key
 on track
 slippage but within 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	Director of Service Delivery ACO David Farries	GC G Hammond/SST	Nov-21	Jun-23		✓	✓					
Project Update:	Project team continuing to work alongside SST on various workstreams to support Staffing TAG – Full Migration, accelerated recruitment On Call to WT, accelerated pathway to competent for competent On Call in development WT and day duty latent resource. Amber tolerance Time, Quality and Skills/Resource - GC Hammond to be the designated lead for this project as an interim recognising the cross over with the SST and the identified priority areas of work being pushed forward. Single AC replacement to lead project moving forward following AC promotion process. Increasing the uptake of dual contract opportunities June milestone not met because the utilisation of day duty staff milestone progressed ahead of time to support business needs. New delivery date for this milestone will be Feb-23.											
Pathway to Green/Next Steps:	Finalised full migration process to be presented to STAG for approval and implementation (8th July 2022) Latent resource/day duty staff proposal paper, approved at STAG – progressing to implementation. Amber Tolerance Skills & resource, time and quality regular monitoring of the issue and potential impact/risk to agreed project milestones.											
Next Significant Milestone Forecast:	Develop and make recommendations for formalising opportunities for migration across uniformed duty systems	Aug-22	Develop and make recommendations on formalised opportunities for Recognition of Prior Learning (RPL), fast track to competent options	Oct-22	Develop and make recommendations for increasing the uptake of dual contract opportunities, utilising uniform and support staff to support our On Call	Feb 23 (was Jun 22)	Develop and make recommendations on formalised opportunities for utilising uniformed non-operational roles to support On Call availability and individual's operational competence	Feb-23				
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 - ATTRACTION & RECRUITMENT IMPROVEMENTS	Director of Service Delivery ACO David Farries	AC Iain MacLeod/AC Jason Sharp	Nov-21	Apr-23		✓	✓					
Project Update:	Supporting SST with Accelerated recruitment On Call to WT process recommendations PREP Phase 2 pilot areas extended and underway											
Pathway to Green/Next Steps:	Amber Tolerance Skills & resource, time and quality regular monitoring of the issue and potential impact/risk to agreed project milestones.											
Next Significant Milestone Forecast:	SFRS website content to have RDS & VDS specific information and redesigned attraction & recruitment documentation	(Mar 2022) Sept-22	Develop national best practice RVDS attraction and recruitment media toolbox including templates to support local attraction and recruitment needs and messaging.	Jul-22	Implement agreed recommendations of identified redesign and improvements to our recruitment processes	Sep-22	Engagement with staff, partners and stakeholders to explore themes, issues, challenges and strengths to inform future attraction & recruitment approaches both nationally and locally	Mar-23				
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	Director of Service Delivery ACO David Farries	Rachael Scott - Deputy Head of POD/AC Craig McGoldrick	Nov-21	Mar-23		✓	✓					
Project Update:	Identification of long list of options within the scope of the variable contracts options and station establishments project being produced from research and engagement to date to enable further analysis – dependency on finance colleagues and their capacity to continue to support progress against milestones is an additional emerging resource risk											
Pathway to Green/Next Steps:	Amber tolerance Skills & resource, time and quality regular monitoring of the issue and potential impact/risk to agreed project milestones.											
Next Significant Milestone Forecast:	Develop and Define recommendations for variable contract options and station establishments	Sept -22 (was Aug 22)	Finalise potential options and present recommendations through SFRS governance via NRVLf & Programme Board	Dec-22								

RAG Status Key	on track
RAG Status Key	slippage but within 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	
Emergency Services Network	Head of ICT, Sandra Fox	Andrew Mosley	May-19	Dec-28	✓	✓	✓	Time	Long Term	Quality	Skills & Resource	
Project Update:	Significant re-lotting exercise ongoing with the Programme and its suppliers. SFRS are pursuing a funded early adopter data only option in the form of ESN Connect. Trail installation of the Handsfree R5 device have taken place at Dundee Workshops, the service are pursuing £3.3m of funding to fit out 724 vehicles with Data only devices connected to the Emergency Services Network allowing the In vehicle systems to access secure data at the incident ground.											
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. Scottish Government fully briefed on the proposal and the finance required, discussions between them and the Programme Leads still to take place to resolve the funding.</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>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>Training delivery for ESMCP is currently under review by SFRS given the significant changes to the workforce as a result of the Pension regulation changes and the potential early delivery of a Data solution separate from Voice, this paper will be forwarded to Project Board at the July meeting for consideration.</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	*	✓	✓	Time	Cost	Quality	Skills & Resource	
Project Update:	<p>Main works (snagging, defects): Progress has been slow during the last period with 99.1% completion of the identified internal snagging and 26.4% completion of external snagging. Robertson Construction has engaged another cladding contractor to carry out the external snagging due to the liquidation of the sub-contractor. Gate installation completed but not yet offered up for snagging.</p> <p>Post contract: The original (extended) list of post-contract works (apart from the resin flooring) was completed pre-financial year end. The elements identified since form an additional (apparently ever-expanding) list of post-contract works.</p> <p>Museum works: Museum is to be completed, handed over and occupied as planned however a late change request for the reception has incurred a delay due to the manufacturing and delivery timescales associated with the bespoke furniture. The additional cost associated with this change request is the value of the instruction.</p>											
Pathway to Green/Next Steps:	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.											
Next Significant Milestone Forecast:	McDonald Road Museum	Sep-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	✓	✓	✓	Time	Cost	Quality	Skills & Resource	
Project Update:	Works progressing on site											
Pathway to Green/Next Steps:	The accepted programme indicates practical completion in March 2023.											
Next Significant Milestone Forecast:	Superstructure	Jul-22	External envelope	Nov-22								
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	✓	✓	✓	Time	Cost	Quality	Skills & Resource	
Project Update:	The pilot remains on track for time however a new issue has arisen during the pilot in that the partner site, which allows us to sign up referring partners: a critical aspect of the success of the project, has been offline for 6 weeks. ICT have explained there is as a significant problem within the hosting platform (locked out due to certificate update blocking access) and are exploring options to resolve or rebuild the "tenancy". No further partner sign up/referral activity is possible until resolved. The progressive web application (PWA) remains untested and so is yet to be included in the pilot visits.											
Pathway to Green/Next Steps:	ICT issues need to be resolved											
Next Significant Milestone Forecast:	Work with ICT to resolve issues	Feb-22	Off track - awaiting update from ICT									

SCOTTISH FIRE AND RESCUE SERVICE

Portfolio Office



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

PROJECT DOSSIER

Programme Number:

Agenda Item: 8.1

Project Name:	LOW CARBON APPLIANCE – PROOF OF CONCEPT
Project Start Date:	APRIL 2020
Project Finish Date:	DECEMBER 2023
Project Manager:	PAUL ROBERTSON
Executive Lead:	STEWART NICHOLSON
Version:	1.3
Reason for Revision:	TO ACKNOWLEDGE THE DELIVERY OF THE APPLIANCE WITHIN SERVICE DELIVERY
1	Business Need
1.1	<p>The Scottish Government's Climate Emergency response has determined that the need to reduce carbon as one of the central delivery mechanisms to mitigate catastrophic climate change. Scotland will aim to reduce carbon emissions by 75% by the year 2030, 90% by the year 2040 and by 2045 Scotland will aim to be carbon net zero. The Scottish Fire and Rescue Service (SFRS) are committed to reducing the impact upon the environment and identifying the contributory role that transport plays in carbon emissions. The organisation recognises the plans by the Scottish Government to end the sale of petrol and diesel fuelled vehicles by 2032 and presently the SFRS fleet consists of 743 heavy vehicles, 731 light vehicles and fleet fuel emissions accounts for 29% of total SFRS carbon emissions.</p> <p>SFRS also has a legal duty to reduce its carbon footprint in line with the climate change (Scotland) Act 2019.</p> <p>The SFRS Climate Change Response Plan recognises the fire engine is perhaps the dominant emblem of the Fire Service which depends on large and varied vehicles with associated specialist equipment.</p> <p>Technology has yet to find a suitable replacement for diesel heavy goods vehicles, however, delivery of our carbon targets will require the replacement of diesel as the fuel for fire appliances.</p>
2	Specific Project Objectives
2.1	To inform the case for change by procuring a low carbon appliance (LCA) which meets the required specification, and capability of a Rescue Pump ensuring front line services are not impacted.
2.2	Complete a trial/proof of concept to learn lessons on vehicle capability, restrictions and changes to infrastructure SFRS will need to consider going forward to deploy low carbon vehicle solutions across Scotland keeping our mission firmly in focus.
2.3	Evaluation of the effective performance of the vehicle from an operational firefighting perspective. This will involve the successful deployment of the appliance within an operational fire station for an agreed evaluation period

3	Scope
3.1	The project will need to encompass the specification and procurement of a fully equipped Rescue Pump, the building infrastructure and training required to support and deliver the alternative fuel type for this low carbon solution. This will require a partnership approach and clear communication strategy from the outset of the proof of concept, to ensure the end users are fully informed of the intention and rationale for this change.
3.2	The project will need to engage with many stakeholders both internal and external. This will include strategic partners involved within this project, namely Scottish Government, Transport Scotland and Scottish Enterprise. Internally a high level of engagement will need to take place with end users including operational crews.
3.3	All quantitative and qualitative performance information, evaluation criteria and any lessons learned will be collated and shared with all internal stakeholders and external partners.
4	Assumptions
4.1	Resources: SFRS will provide resources to support the project from all required areas of business
4.2	Delivery: The project team will ensure delivery of the vehicle to the specification included in the contract.
4.3	Delivery: The project team will identify a suitable station location for the trial, including appropriate charging infrastructure.
4.4	Delivery: The project team will establish a coherent strategy for engagement with all identified stakeholders
4.5	Budget: This project is a joint venture and will be funded by SFRS and Transport Scotland. Funding of £500K has already been provided by Transport Scotland, and a further £250K has been allocated in 2022/2023 by SFRS providing a working capital of £750K for the provision of a new appliance. At this point funding for the appliance charging infrastructure hasn't been secured, a grant application is being progressed with Transport Scotland, managed as a direct interdependency to this project.
4.6	Evaluation period: Once the LCA has been received into SFRS, there will be a period of no less than 12 months and no more than 18 months operational evaluations to identify any performance issues or concerns that will inform the design and construction methodology of a future production model.
5	Exclusions
5.1	Not included within the scope of this project is the provision of any further LCA type appliances or their specification. The fleet training, servicing and recovery requirements are not covered and will be borne directly by the Fleet Manager team. Any required changes to buildings to facilitate this project will be directed by property in tandem to this project.
6	Requirements
6.1	Resource requirements shall be reviewed as the project progresses and detailed within specific workstreams. People; Staff from all stakeholder groups external and internal will be involved in the project team. External Specialists; The contracted Supplier will be involved throughout the project and beyond to provide technical support and advice. Premises and Equipment; A location will need to be identified for this asset, changes to

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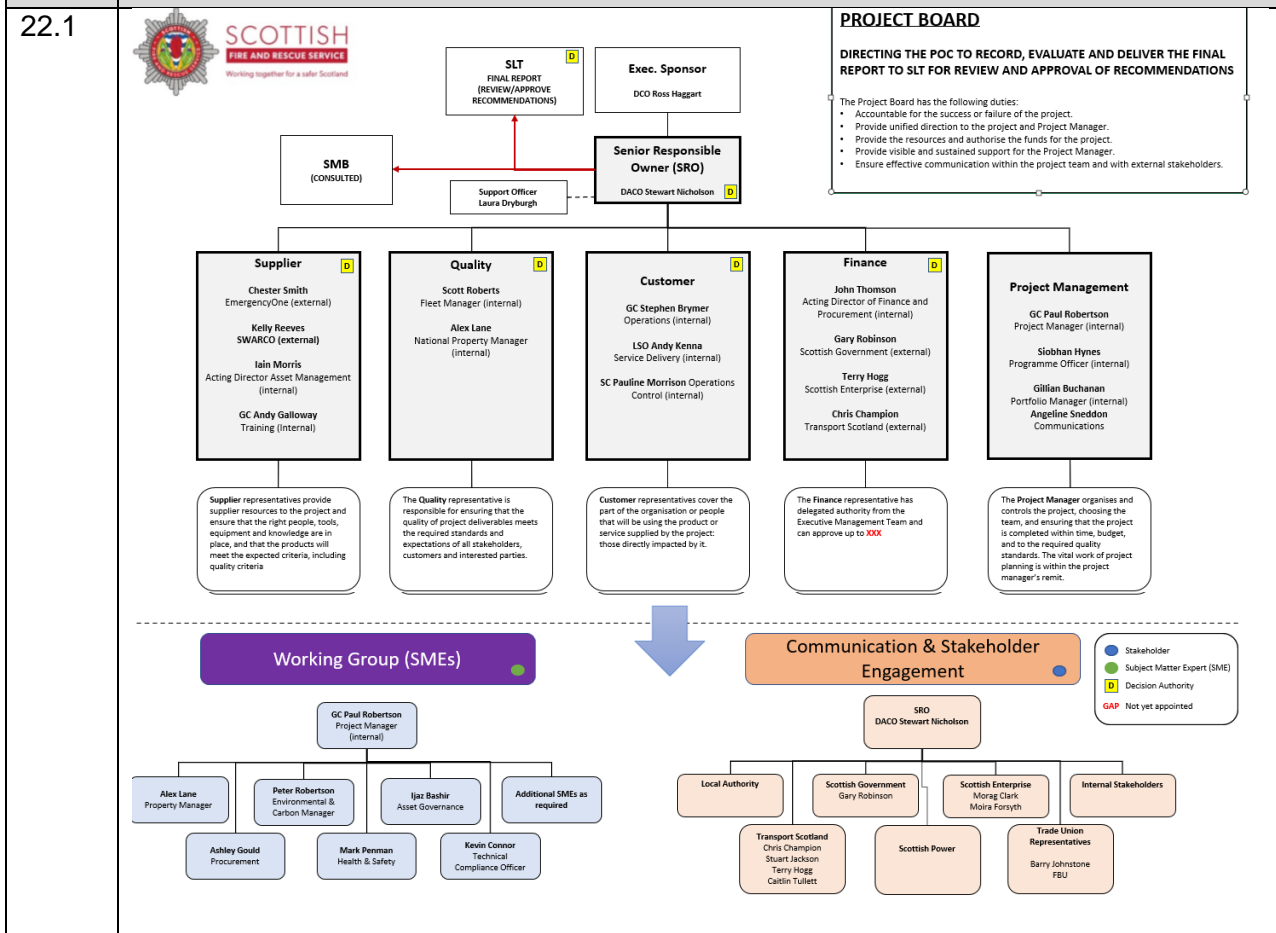
	building fabric and infrastructure will be required. Financial; Funding will need to be secured not only for the vehicle and equipment but also for the required works and training to support the vehicle and ensure operational readiness	
8	Milestones	
8.1	Milestone	Anticipated Delivery Date
	Tender evaluation	17.10.2021
	Tender award	10.12.2021
	Chassis Delivery and build commence	01.02.2022
	Schedule Workshops around project plan to ensure smooth integration to service	01.04.2022
	Implement engagement plan with internal and external partners/ stakeholders	01.04.2022
	Commission survey of potential sites	01.05.2022
	Decide on site based on survey results	01.06.2022
	Commission installation of charging infrastructure to support appliance	01.06.2022
	LCA build complete	01.11.2022
	Delivery of LCA to SFRS	01.11.2022
	Familiarisation for workshops	November 2022
	Training for technicians and driver training cadre	December 2022
	Service showcase and road testing	Late 2022
	Utilise vehicle for training at NTC	Early 2023
	Station specific training for end users	Early 2023
	Vehicle to be placed on the run at Clydesmill fire station	Early 2023
	Start of operational use and proof of concept evaluation	Early 2023
	End of trial and evaluation	2024
	Final report	2024
9	Dependencies	
9.1	<p>The principle dependencies for the success of this project are;</p> <ul style="list-style-type: none"> • Commitment to the business need • The provision of the required funding • The provision of technical experts to support the project • Agreement on reasonable timescales for delivery • Early identification of the chosen location for deployment • Commitment to implement the necessary infrastructure in a timely fashion • Development of the evaluation and performance criteria • Consideration of the training implications • Clear, accurate communication and engagement with workshop members of staff • Clear, accurate communication and engagement with training staff • Clear, accurate communication and engagement with Control members of staff • Clear, accurate communication and engagement with Operational members of staff. This will include members of staff at any station the vehicle will be placed and related representative bodies. • Commitment to engage purposefully with external stakeholders 	
10	Stakeholders	
10.1	<ul style="list-style-type: none"> • Scottish Government • Transport Scotland • Scottish Enterprise • Strategic Leadership Team • Strategic Management Board 	

	<ul style="list-style-type: none"> • Service Delivery • Asset Management • Training Safety and Assurance • Representative Trade Bodies • LSO Teams • Local Government Authority • Emergency One • Operational members of staff at station locations to be identified • Training Members of staff at identified Training Centres 			
11	Consultation and Engagements			
11.1	<ul style="list-style-type: none"> • AMLB is the commissioning authority • SMB Board (governance) • Change Committee (governance) • Key stakeholder engagement and involvement within UIG • End User engagement pre, during and post implementation of the proof of concept/evaluation • Wider communication of the project planned once contract awarded through “Good News story” SFRS Weekly News 			
12	Communications			
12.1	A member of the communications team is on the project board to assist with strategy for internal and external communications and joint messages with business partners.			
13	Legal			
13.1	Any legal compliance will be dealt with as matters arise			
14	Business Case			
14.1	Submission date:			
	Approval date:			
	Approved by:			
	Comments:			
15	Risks			
15.1	Risk	Probability	Impact of Event	Mitigation to Date
	A Risk register has been produced for this project and will be updated as the project advances.	Nothing out of tolerance	Nothing out of tolerance	All Risks are managed through the project board
16	Acceptance Criteria			
16.1	<p>Procurement and delivery of an appliance that meets the specification, and full performance criteria required for delivery of frontline rescue pump capability.</p> <p>On completion of the evaluation period a full proof of concept report with findings and recommendations shall be produced and submitted to AMLB for considerations and possible production models.</p>			
17	Benefits			
17.1	<p>The benefits of this project are;</p> <ul style="list-style-type: none"> • Successfully demonstrating the Research and Development process and working with our key strategic external partners • Strategic project under our Carbon Management Plan • Proof of concept that SFRS can deliver emergency response using new technology to lower our carbon footprint 			

	<ul style="list-style-type: none"> Local staff engagement and ownership through a transparent evaluation model Learn from this experience and build knowledge of what SFRS requires for a Low Carbon Fleet expansion to inform decisions on future production models Leading with an innovative approach with a low emission appliance Supporting employment prospects 																																							
18	Disbenefits																																							
18.1	<ul style="list-style-type: none"> Technology in this area is moving very quickly and so the purchased appliance may be superseded by the time its completed its evaluation Significant investment in new technology brings risk of criticism Recharging infrastructure will limit the flexibility of this asset in the short term Potential for changes in pre-determined attendance. 																																							
19	Performance Measures																																							
19.1	<p>Project Performance shall be measured against the following;</p> <ul style="list-style-type: none"> Quality – does the vehicle and equipment supplied meet the required specification? Cost – was the vehicle and equipment delivered within budget? Time – has the project performed within the key milestones through identified phases? Submission of regular highlight reports to the project board and governance boards Trial and evaluation with final report to evidence findings and inform future specifications for SFRS fleet Successful deployment of the proof of concept appliance 																																							
20	Project Tolerances																																							
20.1	<p>Suggested project tolerances for the following; (to be agreed by the Project board)</p> <ul style="list-style-type: none"> Financial = 10% of projected tendering costs Timescales = within 6 months of anticipated “On the Run” dates Quality = Must perform to same standards as a current frontline appliance (exception being for the refuelling timeframes) 																																							
21	Project Management Team Structure																																							
21.1	Project Team																																							
	<table border="1"> <thead> <tr> <th>Role</th> <th>Organisation</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Research, Development and Innovation (Project Manager)</td> <td>SFRS</td> <td></td> </tr> <tr> <td>Fleet Manager (Deputy Project Manager)</td> <td>SFRS</td> <td></td> </tr> <tr> <td>Project admin</td> <td>SFRS</td> <td></td> </tr> <tr> <td>Project Officer</td> <td>SFRS</td> <td></td> </tr> <tr> <td>Health and Safety</td> <td>SFRS</td> <td></td> </tr> <tr> <td>Driver Training Lead</td> <td>SFRS</td> <td></td> </tr> <tr> <td>Service Delivery, Operations, Future Concepts</td> <td>SFRS</td> <td></td> </tr> <tr> <td>Fire Brigades Union</td> <td>SFRS</td> <td></td> </tr> <tr> <td>Environment and Carbon manager</td> <td>SFRS</td> <td></td> </tr> <tr> <td>Property Officer</td> <td>SFRS</td> <td></td> </tr> <tr> <td>LSO Representative</td> <td>SFRS</td> <td></td> </tr> <tr> <td>Equipment</td> <td>SFRS</td> <td></td> </tr> </tbody> </table>	Role	Organisation	Comments	Research, Development and Innovation (Project Manager)	SFRS		Fleet Manager (Deputy Project Manager)	SFRS		Project admin	SFRS		Project Officer	SFRS		Health and Safety	SFRS		Driver Training Lead	SFRS		Service Delivery, Operations, Future Concepts	SFRS		Fire Brigades Union	SFRS		Environment and Carbon manager	SFRS		Property Officer	SFRS		LSO Representative	SFRS		Equipment	SFRS	
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ICT	SFRS	
LSO Training	SFRS	
Finance	SFRS	
Data analysis	SFRS	
Communications officer	SFRS	
Policy Officer Low Carbon Transport	Transport Scotland	
Senior Portfolio Manager	Scottish Government	
Team Leader can do innovation	Scottish Enterprise	
Senior delivery lead	Transport Scotland	

22 Project Role Descriptions



23 Project Team Meeting Schedule

23.1 The LCA Project Board will meet every six to eight weeks. The LCA Project implementation Team will meet monthly and 1 week before every project board meeting to allow a Highlight report to be submitted.

24 Equality Impact Assessment

24.1 Equality impact assessment to be carried out August 2022

25 Privacy Impact Assessment

25.1 Privacy impact assessment to be carried out August 2022

26 Appendices/Further Reading

26.1 Climate Change Response Plan 2045
Carbon Management Plan 2020 - 2025
Annual Operating plan 2020/2021
LCA Technical specification

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Prepared by:	Paul Robertson	
Sponsored by:	Stewart Nicholson	
Presented by:	Paul Robertson/ Stewart Nicholson	
Links to Strategy		
Outcome 4; We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland Strategic Outcome 4; Action 2 Implement SFSSR response to SG Emergency Climate Change (ECC) Agenda 2045 Action 15 New Fleet Strategy to maximise the carbon reduction potential		
Governance Route for Report	Meeting Date	Comment
Project Board	24.11.2021	For Recommendation
AMLB Board	07.12.2021	Approved
Senior Management Board	13.07.2022	Approved
Change Committee	15.08.2022	For Scrutiny



Report No: C/CC/17-22

Agenda Item: 8.2

Report to:	CHANGE COMMITTEE						
Meeting Date:	15 AUGUST 2022						
Report Title:	PEOPLE, TRAINING, FINANCE & ASSET SYSTEMS PROGRAMME UPDATE						
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <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 Systems (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	The Programme Vision statement (see further reading) has been updated to better articulate the ambition of the Programme following a workshop with strategic stakeholders. The workshop also established four value statements and fifteen principles that will be used to direct the work of the Programme, providing a 'yardstick' to ensure alignment of any work carried out within the Programme by the various projects and workstreams. The values and principles describe the approach we are committed to with regards our staff, processes, data and systems which in turn is underpinned by an ethos of continuous improvement.						
3.3	Benefits categories have also been captured as part of this work, demonstrating the types of benefits that can be expected to accrue from the work across the Programme and how these benefits support the draft Strategic Plan 2022-25 outcomes. Benefits identification is being developed further using the Portfolio Office's Benefit Management Framework and workshops are being held with the relevant Departmental Management Teams as part of the first step in this framework. The work is being informed by the extensive analysis already carried out with process practitioners and customers during the creation of the People, Payroll & Finance Outline Business Case which identified many process efficiency opportunities.						

3.4	<p>The Scottish Government Technical Assurance Framework audit recommendations from April 2022 have been responded to and an action plan is in place to address each recommendation. Programme and Project governance has been reviewed and a more streamlined approach has been proposed which more clearly defines roles and responsibilities across different levels of governance. A procurement exercise is underway to provide professional services from a Client-Side Partner to support the work of developing a future state operating model for the back-office functions that enables delivery of the benefits that are being identified as part of the Benefits Management Framework.</p>
3.5	<p>A critical milestone plan has been produced by the People, Payroll & Finance Project to accommodate the updated scope of the Training, Safety and Assurance (TSA) Directorate requirements. Provisional dates for subsequent Digital Scotland Service Standard and Technical Assurance Framework audits on the People, Payroll & Finance Project have been arranged for September and October respectively. Subject to the outcomes of these audits, the revised schedule for release of an Invitation to Tender to the market is before the end of the calendar year.</p>
3.6	<p>The full scope of the Digital Scotland Service Standard audit process has been assessed with input from external agencies who have also gone through similar audits; Registers of Scotland and Forestry & Land Scotland were met with virtually and shared their experience of the audit process.</p>
3.7	<p>Standard user personas will be used across the Programme to capture our archetypical users, their goals and characteristics. Approximately 20 user personas will be created, and will then be used as the basis for user journeys that describe the step by step journey they take to reach their goals. In keeping with the concept of proportionality, user journeys will only be created for our main processes and only to a level that provides the optimum value.</p>
3.8	<p>A matrix management approach is being used across the scope of the Programme with the Finance Business Partner now supporting the work of developing and maintaining business cases for all projects and workstreams along with identification and verification of potential process efficiency savings.</p>
3.7	<p>The Rostering Project has completed a first round of market engagement with potential suppliers to understand the maturity of the market and possible future ways of working and solutions. A document has been created and shared with the Project Board that records the key findings from this engagement and the potential costs of future solutions; there is a high degree of confidence that a single solution that supports all our duty systems types is a realistic ambition.</p>
3.8	<p>The Health & Wellbeing workstream is developing a statement of requirements and business justification case, proportionate to lower value and lower risk activities. The workstream plan is to move off the current system and move to a Cloud Software as a Service offering early in the new year, before the current on-premise product is withdrawn.</p>
3.9	<p>The Programme Board has held a special risk spotlight on the risk of affordability of future solutions and concluded that the Programme must maintain a strong focus on the benefits that it wants to achieve in order to progress to the procurement stages.</p>
3.10	<p>A formal request has been sent to the Scottish Government Shared Services Programme to investigate the options to join with them in their implementation of a new HR/Finance solution. SFRS have requested that we work with them to understand the opportunities for shared services along with the concomitant risks and benefits.</p>

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	Core Brief	
5.1	Not applicable	
6	Appendices/Further Reading	
6.1	Appendix A: PTFAS Programme Vision, Values, Principles and Benefits	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Appropriately to Main Report/Detail (Section 3. Above)	Yes
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>Change Committee</i>	<i>15 August 2022</i>	<i>For scrutiny</i>

PTFAS VISION, VALUES, PRINCIPLES AND BENEFITS

Governance & Assurance

V1.0 22/07/2022

Document Control

Version history

version	Date	Author	Changes
0.1	02/06/22	Paul McGovern	1 st draft
0.2	04/07/22	Paul McGovern	Amended before submission to Programme Board
0.3	04/07/22	Paul McGovern	Amended following discussion with Liz Barnes
1.0	22/07/22	Paul McGovern	Approved via e-mail

Distribution

Version	Date	Distributed to	Comments
0.2	04/07/22	PTFAS Programme Board	For approval
0.3	14/07/22	PTFAS Programme Board	For approval

Approvals

Version	Date	Approved by	Comments
0.3	22/07/22	PTFAS Programme Board	Approved via e-mail (re-named v1.0)

PTFAS Vision, Values, Principles and Benefits

Programme Vision

"As a world leading fire and rescue service and a great place to work, we have seamlessly integrated business systems for SFRS. Self-service, quick access to accurate information and training positively influence the SFRS employee experience. Business processes are leaner, more agile and greater levels of automation have improved efficiency. Access to real-time data and its analysis better inform decision making throughout the organisation."

Our Values

Value Statement 1	Value Statement 2	Value Statement 3	Value Statement 4
Our staff are freed up to work on added value activities having developed new skills with clear opportunities for professional development.	Our decisions are data driven and made from a single source of the truth, leveraging secure business processes that are efficient, effective and adaptable with the right levels of governance.	Our services are provided within an integrated service delivery model, providing best value whilst supporting our staff and their wellbeing, and helping to reduce community risk.	Our business processes are standard, repeatable and automated, providing self-service with a relentless focus on continuous improvement in order to provide customers with the best experience possible.

Our Principles

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. More efficient business processes reducing overall time, effort and "waste". 2. Deliver value through the identification and delivery of benefits. 3. Deliver adaptable, lean and agile business processes. 4. Enable people with the right levels of governance. 5. New skills are developed by our staff. 6. Reduce risks – firefighter and community safety, cyber, personal data, apply better data standards, better records. 7. Improved stakeholder satisfaction and improved employee experience. 8. Provide end-to-end digital transactions and automated business processes. 9. Promote self-service as a core characteristic of our culture. | <ol style="list-style-type: none"> 10. Enable data driven decision making based on an authoritative single source of the truth. 11. Ensure fully integrated business systems, processes and data streams 12. Provide continuous improvement capabilities to help focus on optimisation of business processes. 13. Engender innovation, empowering our staff to think creatively. 14. Adopt not adapt using "out of the box" Cloud SaaS that deliver standard repeatable business processes 15. Ensure service levels are appropriate and optimised to meet the needs of the service. |
|--|--|

Our SMART Benefits

	Efficiency	Risk	Cost	Quality	Satisfaction	Climate Impact	Health Impact
Examples	<ul style="list-style-type: none"> • Reduction in time to deliver standard business processes • Reduce waste and business process variation. 	<ul style="list-style-type: none"> • Improved data security. • Improved GDPR compliance. • Reduction in fraud risk. 	<ul style="list-style-type: none"> • Reductions in business process consumable costs. • Reduction in overall business process costs. 	<ul style="list-style-type: none"> • Reduction in data handling errors. 	<ul style="list-style-type: none"> • Improved business process user experience. • Improved service delivery staff experience. • Improved staff retention. 	<ul style="list-style-type: none"> • Reduced carbon footprint. 	<ul style="list-style-type: none"> • Improved health and wellbeing of staff. • Improved health and wellbeing of citizens.



Report No: C/CC/18-22

Agenda Item: 9.1

Report to:	CHANGE COMMITTEE																
Meeting Date:	15 AUGUST 2022																
Report Title:	PORTFOLIO PROGRESS REPORT																
Report Classification:	For Information	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>															
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>									
1	Purpose																
1.1	The purpose of this report is to provide a regular update on progress to the Change Committee on the key activities undertaken by the Portfolio Office in building and developing new and existing capability specific to Portfolio, Project and Programme management.																
2	Background																
2.1	Between 17-19 February 2020 an Independent Assurance Team from Scottish Governments Programme and Project Management Centre of Excellence carried out a Gateway Review of the Scottish Fire and Rescue Service (SFRS) Programme Office. The findings of this review were reported to Senior Management Board (SMB) on 2 April 2020. The Gateway Review Action Plan was created to track the progress of recommendations from the findings. It was agreed by Change Committee on 5 August 2021 to close the Gateway Review action plan in its current form and track progress through quarterly updates presented by Portfolio Office Head of Function to the Change Committee and via a published Portfolio Office roadmap on an ongoing basis.																
3	Main Report/Detail																
3.1	The main detail of the report in the current reporting period (Q2 2022) provides an overview and status of the key actions currently initiated by the Portfolio Office function in 'Building Capability'																
3.2	Key Insights: 1. Portfolio Benefits Management Framework Design - Initial design of the Benefits Framework and Toolkit is now complete – Testing of the Framework is now in progress across 3 Projects (Safe & Well, On-Call, and People, Payroll & Finance) <table border="1" style="margin: 10px 0;"> <thead> <tr> <th>Deliverable</th> <th>Thematic Group</th> <th>Status</th> <th>Original Due</th> <th>Latest Thinking Forecast</th> </tr> </thead> <tbody> <tr> <td>Benefits Mgmt. Framework Design</td> <td>VALUE</td> <td style="background-color: #0070C0; color: white;">DONE</td> <td style="background-color: #0070C0; color: white;">Q1 '22</td> <td style="background-color: #0070C0; color: white;">Q1 '22</td> </tr> </tbody> </table>							Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast	Benefits Mgmt. Framework Design	VALUE	DONE	Q1 '22	Q1 '22
Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast													
Benefits Mgmt. Framework Design	VALUE	DONE	Q1 '22	Q1 '22													
	2. Business Case and Benefits Integration – The designed Benefits Management Framework will be used as the basis to make modification to the In-Place Business Case Template/Process to identify and capture benefits as new projects come																

forward along with benefits measures and success criteria. Portfolio Office are working to 'Digitize' the process with ICT partnership

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Business Case & Benefits Integration	VALUE	IN PROGRESS	Q3 '22	Q3 '22

- 3. Change Portfolio Prioritisation Model Design** – 1st draft of recommended Change Portfolio Prioritisation Model has been designed and circulated with peers and colleagues in SPPC directorate for input and feedback.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Change Portfolio Prioritisation Model Design	PRIORITISATION	IN PROGRESS	Q3 '22	Q3 '22

- 4. Portfolio Office Strategy** – Further input from SMB colleagues has been requested and now received in order to revise the draft strategy in line with organisational context. Final draft will set out what capabilities and services can be established across the SFRS given the current context.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Portfolio Office Function Strategy	STRATEGIC	IN PROGRESS	Q2 '21	Q2 '22

- 5. Business Change Lifecycle Design PH1** – 1st Iteration of the Business Change Lifecycle has now been drafted with overarching phases, and sub-processes. Resource support required to finalise the documenting all Assurance Artefacts. Portfolio office currently working through procurement to onboard partner to accelerate this outstanding work, however this does not preclude early testing of the framework with select projects.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Business Change Lifecycle Design PH1	PROCESS	DONE	Q4 '21	Q2 '22

- 6. Portfolio Office Risk Reporting** – Transition of Change Portfolio Risk Registers over to a new risk reporting format now complete. This is will be the 2nd reporting period where some minor process issues have been identified and working through with Data Services Team.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Risk Register Transition	RISK	DONE	Q4 '21	Q1 '22

- 7. Portfolio Level Financial Reporting** – Iteration 1 of the Change Portfolio Financial Report has been established with the reporting process having now successfully completed 3 reporting periods. Continuous improvement work with Finance will commence as to how we can streamline process and refine report output.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Portfolio Level Financial Reporting	FINANCIAL	DONE	Q4 '21	Q1 '22

8. Portfolio Highlight Report Design – Design of a new Change Portfolio Project Highlight report complete. (Transition of Status Reporting now in progress – this month’s Committee Pack will have a Hybrid of Status reporting illustrating the new format) – This will reflect the 1st reporting period whereby Conducting Test of Change

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Project Highlight Report Design	MI & REPORT	DONE	Q1 '22	Q1 '22

9. Portfolio Integrated Governance – Re-design of governance specific to the Change Portfolio is in draft and will be submitted for review and approval to SLT in August.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Portfolio Integrated Governance	GOVERNANCE	DONE / READY FOR RELEASE	Q4 '21	Q2 '22

3.3

Current Activity

ID	Deliverable	Thematic Group	Status	Due	Comments
	Benefits Mgmt. Test of Change	VALUE	IN PROGRESS	Q2 '22	Conducting 'Test of Change' of the new Benefits Mgmt. toolkit across select initiatives prior to scaling across portfolio
	Business Case & Benefits Integration	VALUE	IN PROGRESS	Q3 '22	Partnered with ICT vendor to design and implement a Digital Version of the business case with Benefits Integration
	Portfolio Office Function Strategy	STRATEGIC	IN PROGRESS	Q1 '22	Under revision following budget planning for FY 22/23
	Business Change Lifecycle Test of Change	PROCESS	PLANNED	Q2 '22	Conduct 'Test of Change' of the new Business Change Lifecycle across select initiatives prior to scaling across portfolio
	Project Portfolio Mgmt. Interim Tooling	TOOLS	IN PROGRESS	Q3 '22	Engaged with ICT partner 'Synergi' to develop some basic capability on existing platforms such as Sharepoint and Teams and the introduction of electronic forms / documents
	Change Portfolio Prioritisation Model Design	PRIORITISATION	IN PROGRESS	Q3 '22	Outline prioritisation model has been designed and circulated for input and feedback
	Business Change Lifecycle Design PH1	PROCESS	DONE	Q1 '22	Initial design of Portfolio Phases, Stages and Sub-Processes 'Outline' complete – Tests of Change required
	Risk Register Transition	RISK	DONE	Q1 '22	Transition of Change Portfolio Risk Registers over to new risk reporting format is in progress and planned for completion for a June SMB reporting period
	Benefits Mgmt. Framework Design	VALUE	DONE	Q1 '22	Initial design of Benefits Framework and Toolkit complete
	Portfolio Level Financial Reporting Process	FINANCIAL	DONE	Q1 '22	Development of forecasting process and report that shows Total Cost and a holistic view of financials for Change Portfolio in progress and ready to conduct Test of Change
	Strategy Awareness Sessions	STRATEGIC	DONE	Q3 '21	Awareness sessions across DMT's – now to be considered a rolling programme of communications
	Portfolio Office Maturity Assessment	PROCESS	DONE	Q3 '21	Introduction of a maturity assessment to measure continuous progress
	Business Case Process Assessment	FINANCIAL	DONE	Q4 '21	Evaluation of current state process, concluded and deemed proportionate and good enough in

3.4					the interim period until further benefits mgmt. work concluded	
		Portfolio Integrated Governance	GOVERNANCE	DONE / READY FOR RELEASE	Q4 '21	Updated governance structures for the Change Portfolio designed and draft ToR's established.
		Portfolio Strategic Roadmap Development	STRATEGIC	DONE	Q3 '21	Development of Portfolio Roadmap complete and to be made available to the change committee and internal stakeholder groups
		Dependency Mgmt. Tracking	PROCESS	DONE / READY FOR RELEASE	Q1 '22	Implement Project Level dependency tracking tool – Conducting Test of Change
		Project Highlight Report Design	MI & REPORT	DONE	Q1 '22	Design of a new Project highlight report complete – Conducting Test of Change
<p>Risk - The key risk factors are related to resource capacity available to not only deliver the above effort in the timescales defined, but to then embed as best practice across the organisation. This is due to the recruitment requirements of key roles across required for effective Strategic Change capability. This may require a scaling back of the number of concurrent initiatives in progress</p>						
4 Recommendation						
4.1	Change Committee are asked to note the Portfolio Office progress update.					
5 Core Brief						
5.1	Not applicable					
6 Appendix/Further Reading						
6.1	None					
7 Key Strategic Implications						
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)				Yes	
Prepared by:		Andy Main, Head of Portfolio				
Sponsored by:		David Lockhart, Assistant Chief Officer, Director of Service Development				
Presented by:		Andy Main, Head of Portfolio				
Links to Strategy and Corporate Values						
Outcome 4 – we are fully accountable and maximise our public value by delivery a high quality, sustainable fire and rescue service for Scotland.						
Governance Route for Report		Meeting Date		Report Classification/ Comments		
<i>Senior Management Board</i>		<i>13 July 2022</i>		<i>For Noting</i>		
<i>Change Committee</i>		<i>15 August 2022</i>		<i>For Information</i>		



Report No: C/CC/19-22

Agenda Item: 10.1

Report to:	CHANGE COMMITTEE					
Meeting Date:	15 AUGUST 2022 (DATA AS OF: 13 JULY 2022)					
Report Title:	PORTFOLIO OFFICE RISK LOG COVER PAPER					
Report Classification:	For Scrutiny	Board/Committee Meetings ONLY				
		For Reports to be held in Private				
		Specify rationale below referring to				
		<u>Board Standing Order 9</u>				
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>
1	Purpose					
1.1	The purpose of this report is to provide 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 Service Delivery, Major Projects and business as usual.					
	The risk information within this report has been collated via the submission of project update risk logs.					
3	Main Report/Detail					
3.1	The table below shows the quarterly Risks being monitored through the Portfolio Office that are showing a current red risk or risk of 15 or more.					
3.2	Please note that due to holidays and timing of Project Board meetings, versus data required to run reports, the data maybe slightly out of sync. Where this is the case a verbal update can be given from the Project Sponsor.					
	TOTAL	22	Previous Quarter	26		
	New	0				
	Removed	4	MR18/19: was 16 now 8 , contract near completion. MR29: was 16 now 2 , museum work substantially complete WA14: was 16 now 5 , anticipated costs within contingency level PTFAS27: was 16 now 12 - pensions impact			
	Updated	1	SDMP 001: was 20 now 15 - following the formation of the PICT, it is less likely that a suitable Comms & Engagement plan will not be adequately implemented.			
	Closed	0				

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	PROJECTS	CCF	SDMP	ESN	PTFAS	OnCall	
	RED	7	1	1	1	2	
	AMBER	0	1	8	1	0	
4	Recommendation						
4.1	The Change Committee are asked to: <ul style="list-style-type: none"> a) Note the contents of the current report b) Consider the risk mitigation actions within the report and provide feedback as necessary. 						
5	Core Brief						
5.1	Not Applicable						
6	Appendices/Further Reading						
6.1	Appendix 1: Portfolio Office Risk Report						
6.2	Further Reading: Risk Management Policy						
7	Key Strategic Implications						
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)						Yes
Prepared by:	Joan Nilsen, Programme Officer						
Sponsored by:	David Lockhart, 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>Senior Management Board</i>				<i>13 July 2022</i>		<i>Approved</i>	
<i>Change Committee</i>				<i>15 August 2022</i>		<i>For Scrutiny</i>	

Draft Portfolio Office Risk Report 2022-23 Jun



SCOTTISH
FIRE AND RESCUE SERVICE

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Contents:

- Critical Risk Summary – Appendix 1a
- Project Risk Summary – Appendix 1b
- Project Risk Control Summary – Appendix 1c
- Closed Control Summary – Appendix 1d

Critical Risk Summary

Appendix 1a

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
1	Improve Safety and Wellbeing of Communities	CCF001	Payment delay causing failure to implement (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).	Garry MacKay	20 (4 x 5)	CC	SMB
8	Improve performance	CCF003	Timing delay Airwave Connectivity (CCF 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.	Garry MacKay	20 (5 x 4)	CC	SMB
5	Skilled, trained and motivated staff	ESMCP009	Recruitment & retention of Vehicle Fitters (ESMCP 24)	Recruitment and retention of vehicle fitting staff There is a risk that the service will not be able to recruit and retain Vehicle Fitters for the period of the transition. This is due to competition in the market place from private companies as well as other Scottish emergency services. The limited contract on offer will also be a factor.	Andrew Mosley	20 (4 x 5)	CC	SMB

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Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
5	Skilled, trained and motivated staff	ONCALL002	Resources - to meet aims & objectives (On Call 4/001)	Failure to provide the required resources in order to meet the aims & objectives of the On Call Improvement Programme. Failure to meet timelines and efficiency savings aligned to budgetary forecasting.	Gavin Hammond	20 (4 x 5)	CC	SMB
8	Improve performance	PTFAS002	Financial - failure to have system in place for Sept 23 long term and expensive contracts (PTFAS12)	SFRS does not have an HR or Payroll system post September 2023 or faces agreeing to a long term and expensive contract that it 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.	Paul McGovern	20 (4 x 5)	CC	SMB
1	Improve Safety and Wellbeing of Communities	CCF002	Timing delay Configuration, testing or implementation delays (CCF1.6)	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.	Garry MacKay	16 (4 x 4)	CC	SMB

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Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
8	Improve performance	CCF004	Timing delay Systel - failure to have a robust system to address defects (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.	Garry MacKay	16 (4 x 4)	CC	SMB
5	Skilled, trained and motivated staff	CCF005	Staffing Levels - Ops Command (CCF3.5)	There is a risk that the Critical OC Staffing levels impact on project delivery, directly or indirectly.	Garry MacKay	16 (4 x 4)	CC	SMB
8	Improve performance	CCF006	Security - Systel - Security during testing periods (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.	Garry MacKay	16 (4 x 4)	CC	SMB
5	Skilled, trained and motivated staff	CCF007	Resources for testing (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.	Garry MacKay	16 (4 x 4)	CC	SMB

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Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
4	Legal and regulatory compliance	ONCALL001	Timing - Terms & Conditions negotiations impact on timeline (On Call 3/002)	Failure of negotiations for RDS Standardised Terms and Conditions. Protracted negotiations will prevent full engagement with On Call staff and will have an impact on current On Call Improvement Programme timelines.	Rachael Scott	16 (4 x 4)	CC	SMB
5	Skilled, trained and motivated staff	SDMP002	Resources to meet objectives and timelines (SDMPB 4/001)	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.	Andy Girrity	16 (4 x 4)	CC	SMB
8	Improve performance	ESMCP001	Timing - Systel system delay impact on development work (ESMCP 4)	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.	Andrew Mosley	15 (3 x 5)	CC	SMB

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Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
8	Improve performance	ESMCP002	Technical Integration into Control Rooms (ESMCP 5)	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.	Andrew Mosley	15 (3 x 5)	CC	SMB
5	Skilled, trained and motivated staff	ESMCP003	Resources Capacity to fit devices (ESMCP 11)	There is a risk of the service not having ability and capacity to fit out the SFRS Vehicle Fleet with ESN devices (Spare Vehicles, workshop space and vehicle fitters) resulting in delay to transition resulting in financial and reputational consequences.	Andrew Mosley	15 (3 x 5)	CC	SMB
6	Adequate operational assets, equipment etc.	ESMCP004	Capacity Spare Vehicle Capacity (ESMCP 12)	There is a risk of not having enough spare vehicle capacity to facilitate transition activities relative to vehicle device fits whilst maintaining business as usual because of the lack of spare vehicles within the fleet and ongoing vehicle maintenance and service requirements resulting in a delay to transition.	Andrew Mosley	15 (3 x 5)	CC	SMB

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Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
6	Adequate operational assets, equipment etc.	ESMCP005	Service Requests In Life Network Change (ESMCP 16)	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.	Andrew Mosley	15 (5 x 3)	CC	SMB
8	Improve performance	ESMCP006	Technical & Financial related to Kodiak PSCS Push to Talk Application (ESMCP 17)	There is a risk that there may be additional technical and financial implications related to the Kodiak application requiring upgrade to new operating versions and testing by Systel to ensure continued compatibility, (anticipated that there will be regular Kodiak software product releases). This would result in delays to transition or additional development costs.	Andrew Mosley CCF PM	15 (5 x 3)	CC	SMB
7	Financial Sustainability	ESMCP007	Funding of core & non core costs (ESMCP 18)	There is a risk that the Scottish Government does not provide sufficient funding for Core and Non Core costs to enable SFRS to transition and operate on the Emergency Services Network resulting in significant funding requiring to be moved from other key areas of the SFRS budget.	Andrew Mosley ESMCP Finance lead	15 (3 x 5)	CC	SMB

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Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
7	Financial Sustainability	ESMCP008	Funding - from Sponsor (Scottish government) (ESMCP 19)	There is a risk that funding for ESMCP in life will not be forthcoming from the sponsor body (Scottish Government), resulting in significant impact on the SFRS budget.	Andrew Mosley	15 (3 x 5)	CC	SMB
7	Financial Sustainability	PTFAS001	Financial - affordability of solutions (PTFAS6)	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.	Paul McGovern	15 (3 x 5)	CC	SMB
3	Collaborate with Partners	SDMP001	Comms and Engagement Strategy (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.	Andy Girrity	15 (3 x 5)	CC	SMB

Project Risk Summary

Appendix 1b

Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
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4	Legal and regulatory compliance	ONCALL001	Timing - Terms & Conditions negotiations impact on timeline (On Call 3/002)	Failure of negotiations for RDS Standardised Terms and Conditions. Protracted negotiations will prevent full engagement with On Call staff and will have an impact on current On Call Improvement Programme timelines.	Rachael Scott	16 (4 x 4)	CC	SMB
5	Skilled, trained and motivated staff	SDMP002	Resources to meet objectives and timelines (SDMPB 4/001)	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.	Andy Girrity	16 (4 x 4)	CC	SMB
8	Improve performance	ESMCP001	Timing - Systel system delay impact on development work (ESMCP 4)	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.	Andrew Mosley	15 (3 x 5)	CC	SMB

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Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
8	Improve performance	ESMCP002	Technical Integration into Control Rooms (ESMCP 5)	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.	Andrew Mosley	15 (3 x 5)	CC	SMB
5	Skilled, trained and motivated staff	ESMCP003	Resources Capacity to fit devices (ESMCP 11)	There is a risk of the service not having ability and capacity to fit out the SFRS Vehicle Fleet with ESN devices (Spare Vehicles, workshop space and vehicle fitters) resulting in delay to transition resulting in financial and reputational consequences.	Andrew Mosley	15 (3 x 5)	CC	SMB
6	Adequate operational assets, equipment etc.	ESMCP004	Capacity Spare Vehicle Capacity (ESMCP 12)	There is a risk of not having enough spare vehicle capacity to facilitate transition activities relative to vehicle device fits whilst maintaining business as usual because of the lack of spare vehicles within the fleet and ongoing vehicle maintenance and service requirements resulting in a delay to transition.	Andrew Mosley	15 (3 x 5)	CC	SMB

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Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
6	Adequate operational assets, equipment etc.	ESMCP005	Service Requests In Life Network Change (ESMCP 16)	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.	Andrew Mosley	15 (5 x 3)	CC	SMB
8	Improve performance	ESMCP006	Technical & Financial related to Kodiak PSCS Push to Talk Application (ESMCP 17)	There is a risk that there may be additional technical and financial implications related to the Kodiak application requiring upgrade to new operating versions and testing by Systel to ensure continued compatibility, (anticipated that there will be regular Kodiak software product releases). This would result in delays to transition or additional development costs.	Andrew Mosley CCF PM	15 (5 x 3)	CC	SMB
7	Financial Sustainability	ESMCP007	Funding of core & non core costs (ESMCP 18)	There is a risk that the Scottish Government does not provide sufficient funding for Core and Non Core costs to enable SFRS to transition and operate on the Emergency Services Network resulting in significant funding requiring to be moved from other key areas of the SFRS budget.	Andrew Mosley ESMCP Finance lead	15 (3 x 5)	CC	SMB

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Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
7	Financial Sustainability	ESMCP008	Funding - from Sponsor (Scottish government) (ESMCP 19)	There is a risk that funding for ESMCP in life will not be forthcoming from the sponsor body (Scottish Government), resulting in significant impact on the SFRS budget.	Andrew Mosley	15 (3 x 5)	CC	SMB
7	Financial Sustainability	PTFAS001	Financial - affordability of solutions (PTFAS6)	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.	Paul McGovern	15 (3 x 5)	CC	SMB
3	Collaborate with Partners	SDMP001	Comms and Engagement Strategy (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.	Andy Girrity	15 (3 x 5)	CC	SMB

Project Risk Control Summary

Appendix 1c

SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (Pxl)	Target Rating (Pxl)	Committee	Executive Board
1	CCF001	Payment delay causing failure to implement (CCF1.1.0)	SFRS has implemented all available financial, legal and contractual levers including the instruction of a rectification plan and the appointment of a remedial advisor.	CCF Board	Aug-22	Amber - 60%	12 week remedial advisor period commenced 18.05.2022 and will result in an action plan, implementation plan and key areas of improvement for supplier being provided.	20 (4 x 5)	15 (3 x 5)	CC	SMB
8	CCF003	Timing delay Airwave Connectivity (CCF 1.7)	SFRS has deployed all leverage to encourage the provider to engage with Airwave and for all SFRS supporting actions to be completed.	CCF Board	Aug-22	Amber - 75%	12 week remedial advisor period commenced 18.05.2022 and will result in an action plan, implementation plan and key areas of improvement for supplier being provided.	20 (5 x 4)	12 (3 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
5	ESMCP009	Recruitment & retention of Vehicle Fitters (ESMCP 24)	Capacity of existing skill set in the labour market attractiveness of pay and conditions Short term contracts on offer	Andrew Mosley	Dec-22	Amber - 10%	Ongoing work with ESN Connect to mitigate this risk. Job Descriptions and Person specs complete Early funded recruitment of Vehicle fitters part of ESN Connect funding bid.	20 (4 x 5)	5 (1 x 5)	CC	SMB
5	ONCALL002	Resources - to meet aims & objectives (On Call 4/001)	Nov/Dec 2021 NRVLf to support business case/case for change as current Support Team temporary due to end March 2022 - substantiate and additional temporary resources requested to programme end. Case for change supported by Programme Board & SMB. Tabled for SLT March 2022	Gavin Hammond	Mar-22	Amber - 90%	Case for Change outcome - On Call Support Team temporarily extended in post up to 31 March 2023. Unable to support additional resources requested. Risk reviewed to consider potential impact of pension remedy on resources and programme progression	20 (4 x 5)	12 (4 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
8	PTFAS002	Financial - failure to have system in place for Sept 23 long term and expensive contracts (PTFAS12)	Investigate contingency with supplier	Paul McGovern	Sep-23	Green - 60%	still to update	20 (4 x 5)	15 (3 x 5)	CC	SMB
8	CCF006	Security - Systel - Security during testing periods (CCF3.6)	CCF Team working closely with Systel to agree scope and remediation period following the tests.	CCF Board	May-22	Green - 75%	Test report as been provided (April 2022) and the action is now with the Supplier to carry out all required remedial action and provide confirmation of compliance.	16 (4 x 4)	12 (3 x 4)	CC	SMB
8	CCF004	Timing delay Systel - failure to have a robust system to address defects (CCF3.4)	SFRS has implemented all available financial, legal and contractual levers including the instruction of a rectification plan and the appointment of a remedial advisor.	CCF Board	Aug-22	Amber - 60%	12 week remedial advisor period commenced 18.05.2022 and will result in an action plan, implementation plan and key areas of improvement for supplier being provided.	16 (4 x 4)	12 (3 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
8	CCF004	Timing delay Systel - failure to have a robust system to address defects (CCF3.4)	SFRS has implemented all available financial, legal and contractual levers including the instruction of a rectification plan and the appointment of a remedial advisor.	CCF Board	Aug-22	Amber - 60%	12 week remedial advisor period commenced 18.05.2022 and will result in an action plan, implementation plan and key areas of improvement for supplier being provided.	16 (4 x 4)	12 (3 x 4)	CC	SMB
5	CCF005	Staffing Levels - Ops Command (CCF3.5)	SFRS CCF Team working closely with HR and OC BAU Managers to resource as adequately as possible within the available staffing envelope. External test analysts also being recruited	CCF Board	Aug-22	Amber - 80%	Close liaison with internal stakeholders continues.	16 (4 x 4)	12 (3 x 4)	CC	SMB
5	CCF007	Resources for testing (CCF3.7)	CCF Team working closely with Systel to agree scope and remediation period following the tests. SFRS ICT adapting/developing resource plan	CCF Board	Jun-22	Green - 75%	Test report as been provided (April 2022) and the action is now with the Supplier to carry out all required remedial action and provide confirmation of compliance.	16 (4 x 4)	12 (3 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
4	ONCALL 001	Timing - Terms & Conditions negotiations impact on timeline (On Call 3/002)	HROD Business Partner allocated to Standardisation negotiations. Standardisation of RDS T&Cs sits outwith On-Call Improvement Programme. Programme manager liaising with Communication and Engagement business partner to ensure continued Programme updates internally, including key messaging and timelines for programme milestones in the first instance.	Rachael Scott	Nov-21	Red - 50%		16 (4 x 4)	12 (4 x 3)	CC	SMB
5	SDMP002	Resources to meet objectives and timelines (SDMPB 4/001)	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.	AC Girrity	Mar-22	Red - 60%	ICT support to ensure SRFS can run the CRIM independently is ongoing.	16 (4 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
5	SDMP002	Resources to meet objectives and timelines (SDMPB 4/001)	<p>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.</p> <p>2nd WC post in BCIAT will not be filled. This position and associated workload will be supported by existing resource within the SDMP</p>	AC Girrity	Sep-22	Red - 75%	Yet to appoint a Senior GIS analyst who will assist with development of the built environment risk layer within CRIM.	16 (4 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
8	ESMCP001	Timing - Systel system delay impact on development work (ESMCP 4)	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.	Andrew Mosley	Dec-22	Green - 30%	Ongoing link between both Projects.	15 (3 x 5)	5 (1 x 5)	CC	SMB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
8	ESMCP002	Technical Integration into Control Rooms (ESMCP 5)	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.	Andrew Mosley	Dec-22	Green - 30%	Ongoing link between both Projects.	15 (3 x 5)	5 (1 x 5)	CC	SMB
5	ESMCP003	Resources Capacity to fit devices (ESMCP 11)	Engagement with Fleet Manager and his team relative to ESN Connect appointment of an ESMCP Fleet lead.	Andrew Mosley	Dec-22	Amber - 10%	Ongoing work with ESN Connect to mitigate this risk.	15 (3 x 5)	5 (1 x 5)	CC	SMB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
6	ESMCP0 04	Capacity Spare Vehicle Capacity (ESMCP 12)	Ongoing dialogue with Fleet lead and his team Once transition dates are known liaison with fleet team when developing specific plan producing a detailed transition plan.	Andrew Mosley	Dec-22	Amber - 10%	Ongoing work with ESN Connect as an interim fit to mitigate this risk.	15 (3 x 5)	5 (1 x 5)	CC	SMB
6	ESMCP0 04	Capacity Spare Vehicle Capacity (ESMCP 12)	Creation of Reference Vehicle Installation Design Documents work is ongoing to have these funded by a pathfinder initiative with the project.	Andrew Mosley	Dec-22	Amber - 10%	Ongoing work to create Reference Vehicle Installation Design documents RVIDs (funded by the Programme)	15 (3 x 5)	5 (1 x 5)	CC	SMB
6	ESMCP0 05	Service Requests In Life Network Change (ESMCP 16)	Maintain membership of the Programme Service Design Working Group influencing this position.	Andrew Mosley	Dec-22	Amber - 10%	Programme risk being monitored by 3ESS and SFRS via membership of the SDWG.	15 (5 x 3)	3 (1 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
8	ESMCP006	Technical & Financial related to Kodiak PSCS Push to Talk Application (ESMCP 17)	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.	Andrew Mosley	Dec-22	Amber - 10%	Programme risk being monitored by 3ESS and SFRS	15 (5 x 3)	6 (2 x 3)	CC	SMB
8	ESMCP006	Technical & Financial related to Kodiak PSCS Push to Talk Application (ESMCP 17)	The Kodiak application will be delivered as ESN Version 1 ready for transition.	Andrew Mosley	Dec-22	Amber - 10%	Programme risk being monitored by 3ESS and SFRS	15 (5 x 3)	6 (2 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
8	ESMCP006	Technical & Financial related to Kodiak PSCS Push to Talk Application (ESMCP 17)	This will be reflected in the Full Business Case due for release in September 2021.	Andrew Mosley	Dec-22	Amber - 10%	Programme risk being monitored by 3ESS and SFRS	15 (5 x 3)	6 (2 x 3)	CC	SMB
7	ESMCP007	Funding of core & non core costs (ESMCP 18)	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.	Andrew Mosley	Dec-22	Amber - 30%	BI Monthly Finance Meetings now taking place with SG	15 (3 x 5)	5 (1 x 5)	CC	SMB
7	ESMCP008	Funding - from Sponsor (Scottish government) (ESMCP 19)	Revenue costs presented to SG Finance Lead (5 year plan).	Andrew Mosley	Dec-22	Amber - 30%	BI Monthly Finance Meetings now taking place with SG	15 (3 x 5)	5 (1 x 5)	CC	SMB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
7	PTFAS001	Financial - affordability of solutions (PTFAS6)	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.	Paul McGovern	Jun-22	Green - 50%	02/05/22 - meeting held with Strategic Leadership Team to review Programme and Project business cases. Particular focus on costs of possible ERP solution.	15 (3 x 5)	10 (2 x 5)	CC	SMB
3	SDMP001	Comms and Engagement Strategy (SDMPB 3/004)	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.	AC Girrity	Jan-23	Amber - 20%	Due to timing and programme sensitivities, a communications and engagement plan has yet to be developed and implemented. Anticipate initial engagement to include internal stakeholders and rep bodies.	15 (3 x 5)	4 (1 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
3	SDMP001	Comms and Engage ment Strategy (SDMPB 3/004)	Public Involvement and Consultation Team (PICT) have now been appointed and anticipated to commence March 2022	DACO Lockhart	Sep-22	Amber - 50%	PICT have been appointed however will require time to establish themselves whilst assessing requirements. Confirmation of a new programme timeline regarding change options implementation is currently being considered.	15 (3 x 5)	4 (1 x 4)	CC	SMB

Closed Control Summary

Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
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	MR001	Financial - restricted working arrangements (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.	Main contract completed however, there are some outstanding items and PM pushing for completion. This was a draft.	Oscar Torres	CC	SMB
Delay to site start for the M&E museum works potentially impacting programme for the Museum fit-out works and ability to spend the budget within this financial year	MR002	Timing - contractors availability (MR27)	Delay to completion of the main works affecting mechanical electrical contractor site start for the Museum works	This work will be progress through new risk MR003.This was a draft.	Oscar Torres	CC	SMB

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Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
All parties use the same plans as room reference for communicating and provide photo.	MR005	Communication with Contractor	There is a risk where poor communications between SFRS (station request) and main contractor, due to a lack of clear instructions in relation to work require or commitment between parties may result in delays to completion or increased costs.	Continue to be monitored and forward latest plans to the Station and all partes . 01/07/22 drawing forwarded to all parties - consider close	Cindy Cheong	CC	SMB
Monitor site progress	MR007	Excavation Discoveries	There is a risk where additional unknown underground services are discovered during excavation. This can result in additional costs and delays to other ongoing works due to limited site access.	Cables drawings forwarded to RCCE. 01/07/22 work completed-consider close	Cindy Cheong	CC	SMB
Weekly meeting with Scottish Power	MR008	Scottish Power	There is a risk Scottish Power will identify additional requirements. This can result in additional costs and delays in meeting Scottish Power agreement.	Scottish Power in agreement with the work and request regular update of the works. Drawing forwarded to Scottish Power and received confirmation of acceptance with specification of dual lock system to be added. 01/07/22 work completed-consider close	Cindy Cheong	CC	SMB

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Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Monitor gate progress and update museum contractor.	MR009	Adaptations Identified	There is risk around additional costs experienced through adaptations identified by Service and delays in completing work due to supply chain issues experience through Covid-19. This can result in delay in completion and increase costs.	Museum contractor have brought forward their delivery prior to gate installation starts. 01/07/22 contractor updated - consider close	Cindy Cheong	CC	SMB
Monitor funding application or update from Heritage	MR011	Additional Scope of Works	There is a risk that Museum project costs could increase as result of delay in securing and confirming the additional scope of works. This can result in delay in completion and increase costs.	John Thomson (SFRS) will provide a paper to go to SLT to request outline the need for additional funds to support the development and implementation of the AV and multimedia requirements. 01/07/22 Funding secured - consider close	John Thomson	CC	SMB
Submit change request for reception in next board meeting	MR012	Funding for AV Media	There is a risk that Museum cannot open to public in summer 2022 as result of delay in confirming the funding for AV media and reception area. This can result in delay to museum opening day.	Assist Heritage to complete the change request to allow submission to project board for approval. 01/07/22 CR accepted - consider close	Kelly McMeekin	CC	SMB

Report to:	CHANGE COMMITTEE						
Meeting Date:	15 AUGUST 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>					
		A	B	C	D	E	F
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 Board.						
2	Background						
2.1	The purpose of the risk register is to inform decision making through Scrutiny and Assurance processes, providing additional awareness of the risks faced and the actions required to minimise these risks.						
2.2	The Audit and Risk Assurance Committee (ARAC) is responsible for advising the Board and the Accountable Officer on the adequacy and effectiveness of the Service's arrangements for risk management and has oversight of the Strategic Risk Register.						
2.3	All Committees, and Executive Boards, will be responsible for scrutinising the adequacy of management's response to risks identified through risk registers, pertinent to the business of the Committee.						
2.4	The Strategic Leadership Team (SLT) has responsibility for the identification and management of strategic risk and will ensure that the Strategic Risk Register (SRR) presents a fair and reasonable reflection of the most significant risks impacting upon the organisation.						
2.5	Strategic risks are prepared in consultation with the Board and SLT and are managed collectively by the SLT, with each Directorate Risk allocated to an identified Head of Function. These Responsible Officers provide information on the current controls in place and identify additional actions still required.						
3	Main Report/Detail						
3.1	The risk register is a management tool that provides assurance to the Service and its scrutiny bodies that the significant risks to the organisation have been identified and managed and are subject to ongoing monitoring and review.						
3.2	The development of a revised risk template and associated report has focused on providing specific, measurable, achievable, realistic and timely actions. Working with Directorates all associated risk actions are being reassessed in line with these SMART objectives and will continue to be revised over the forthcoming quarterly reports.						

3.3	Appendix 1 to this report provides the Change Committee with the current risk report, outlining: <ul style="list-style-type: none"> • Strategic Risk Summary – Appendix 1a • Aligned Directorate Risk Summary – Appendix 1b • Directorate Risk Control summary – Appendix 1c • Directorate Closed Control Summary – Appendix 1d • Directorate Closed Risk Summary – Appendix 1e – [Nil Return] • Directorate Risk Rating Change summary – Appendix 1f • New Directorate Risks – Appendix 1g • New Directorate Control Summary – Appendix 1h 	
3.4	The Change Committee are asked to scrutinise the information provided and use the risk register to identify future risk spotlights.	
4	Recommendation	
4.1	The Change Committee is asked to: <ul style="list-style-type: none"> • Scrutinise the Change Committee Risk Report. • Identify future risk spotlights to be provided to the Committee. 	
5	Core Brief	
5.1	Not applicable	
6	Appendices/Further Reading	
6.1	Appendix 1 – Change Committee Risk Report	
7	Key Strategic Implications	
7.1	Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)	Yes
Prepared by:	Tracy Shankland, Risk and Insurance Officer	
Sponsored by:	David Johnston, Risk and Audit Manager	
Presented by:	David Lockhart, Assistant Chief Officer, Director of Service Development	
Links to Strategy and Corporate Values		
The Internal Audit Plan forms part of the Services Governance arrangements and links back to Outcome 4 of the 2019-22 Strategic Plan, specifically Objective 4.2. <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>15 August 2022</i>	<i>For Scrutiny</i>

Change Committee Risk Report 2022-23 Q1



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- Directorate Risk Control Summary – Appendix 1c
- Directorate Closed Control Summary – Appendix 1d
- Directorate Closed Risk Summary – Appendix 1e - [NIL RETURN]
- Directorate Risk Rating Change Summary – Appendix 1f
- New Directorate Risks – Appendix 1g
- New Directorate Control Summary – 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	Director of Service Delivery	15 (5 x 3)
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	20 (5 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	12 (3 x 4)

Aligned Directorate Risk Summary

Appendix 1b

Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
8	Improve performance	SDD001	Delivery of Directorate Commitments	There is a risk that the Directorate is unable to deliver against stated commitments and ambitions, due to limited resources and capacity at a time where the Directorate is still developing and maturing and responding to concurrent events. This could result in a lack of clarity and direction for Directorate members impeding the Directorates ability work effectively and efficiently impacting on the support and delivery performance as a Directorate across the wider SFRS	Director of Service Development	20 (5 x 4)	CC	SMB
8	Improve performance	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 Office	16 (4 x 4)	CC	SMB
8	Improve performance	SPPC002	Communicate with Stakeholders	There is a risk that communication and engagement plans are not in place to support consultation processes because of a lack planning or consistency of approach resulting in unsupported and poorly defined strategy and change activity	Head of Communication and Engagement	15 (3 x 5)	CC	GGB

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Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (Pxl)	Committee	Executive Board
7	Financial Sustainability	SDD005	Additional Funding	There is a risk that Scottish Government funding for ESMCP will not be forthcoming resulting in the service being unable to resource the ESN implementation project and deliver this key area of change within the required timescales.	Head of ICT	15 (3 x 5)	CC	DB
5	Skilled, trained and motivated staff	SDD008	Continuous Improvement Culture	There is a risk should SFRS continue to adopt an ad-hoc approach to continuous improvement that we will be unable to introduce and embed a systematic approach, framework and culture organisation wide that would enable a measurable and sustainable way to implementing improvements and delivering value	Head of Portfolio Office	15 (5 x 3)	CC	SMB
5	Skilled, trained and motivated staff	POD010	Project Support	The risk that POD teams are unable to timeously support and input to wider SFRS projects and change initiatives, meaning the people elements of change management aren't widely considered, resulting in reduced employee engagement and successful implementation of the project/change.	Head of People and Organisational Development	12 (3 x 4)	CC	SMB
6	Adequate operational assets, equipment etc.	POD002	Replacement Programme	The risk of being unable to plan, resource, deliver and implement programme for replacement of a number of People, Training, Finance and Asset and systems that could result from not having a programme team in place and other resources released to support the programme leading to the systems not supporting SFRS achieve organisational objectives.	Head of People and Organisational Development	12 (3 x 4)	CC	PB

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Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
1	Improve Safety and Wellbeing of Communities	SDD002	Evidence Based Decision Making	There is a risk that the Directorate is unable to ensure access to high quality usable data to inform organisational decision making relative to Service Development due to data protection, cost, resources or capability. This could result in failure to achieve objectives in terms of continuous improvement, best value positive change.	Head of Service Development	12 (3 x 4)	CC	SMB
7	Financial Sustainability	SDD006	Network Replacement	There is a risk that we fail to engage with appropriate bodies and partners to manage the replacement of Firelink with ESN due to higher priority commitments. This could impact the resilience of the Firelink network until the replacement ESN network is available.	Head of ICT	8 (2 x 4)	CC	DB

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	Delivery of Directorate Commitments	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 Office / ICT / SD	Mar-23	Green - 25%	Business Cases agreed for Directorate. All recruitment processes underway, which will contribute towards building a Directorate structure to enable business change.	20 (5 x 4)	15 (3 x 5)	CC	SMB
8	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 Office / 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)	16 (4 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
7	SDD005	Additional Funding	Ongoing engagement with Scottish Government	Head of ICT	Mar-23	Green - 80%	This will continue throughout 2022/23 until further information is received from SG. Continued partner engagement continues.	15 (3 x 5)	8 (2 x 4)	CC	DB
5	SDD008	Continuous Improvement 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 Office	Sep-22	Amber - 75%	SFRS Maturity Assessment drafted and will inform the SFRS continuous improvement strategy 22-25 which is currently under development. In addition, a new Self-Assessment framework is under development that will allow the SFRS to independently apply continuous improvement methods and measures into their BAU activities	15 (5 x 3)	6 (3 x 2)	CC	SMB
8	SPPC002	Communicate with Stakeholders	Implement the recommendations from the internal communications review.	Head of Communication and Engagement	Mar-23	Amber - 90%	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
5	POD010	Project Support	PTFAS Programme Communication plan to be developed and implemented.	Paul McGovern, POD Programme Manager	Jul-22	Green - 30%	Awaiting SLT approval.	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 (Pxl)	Target Rating (Pxl)	Committee	Executive Board
6	POD002	Replacement Programme	Review of Phase 1 timescales and key milestones in the dossier to further inform planning, procurement and the release of required staff to support programme.	Paul McGovern, POD Programme Manager	Mar-23	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	Aug-22	Green - 80%	<p>Scottish Government gateway review on the People. Payroll and Finance Project undertaken and passed with recommendations. Recommendations to be considered include project milestones and setting achievable target dates, Work to address the recommendation is underway.</p> <p>Capital request has been approved for 2022/23</p>	12 (3 x 4)	12 (3 x 4)	CC	PB
6	POD002	Replacement Programme	Identify and release of key staff from substantive roles to support programme requirements.	Head of People and Organisational Development	Aug-22	Green - 80%	POD staff to support the programme have now been identified including the staff required to support the programme's UIG.	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
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-23	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
1	SDD002	Evidence Based Decision Making	Ongoing creation of Community Risk Index Model	Head of Service Development / AC A Girrity	Dec-22	Green - 70%	External Validation now expected by end of April 2022 and further development of CRIM expected by the end of July 2022.	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	Sep-22	Green - 75%	Ongoing dialogue with ICT to finalise Business Process for data transfer.	12 (3 x 4)	9 (3 x 3)	CC	SMB
1	SDD002	Evidence Based Decision Making	Continued delivery of the Service Delivery Model Programme against agreed programme timelines and milestones	Head of Service Development	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	SDD006	Network Replacement	Ongoing engagement with Scottish Government	Head of ICT	Mar-23	Green - 80%	This will continue throughout 2022/23 until further information is received from SG. Continued partner engagement continues.	8 (2 x 4)	4 (1 x 4)	CC	DB

Directorate Closed Control Summary

Appendix 1d

Control Description	Risk ID	Risk Name	Risk Description	Control Comments	Control Owner	Committee	Executive Board
Develop a SFRS Communications and Engagement Strategy for 2021-23.	SPPC002	Communicate with Stakeholders	There is a risk that communication and engagement plans are not in place to support consultation processes because of a lack planning or consistency of approach resulting in unsupported and poorly defined strategy and change activity	Draft Strategy reported to SMB and SLT with comments to be reflected within document prior to it being forwarded for consultation	Head of Communication and Engagement	CC	GGB

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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 (PxI)	Initial Risk Rating (PxI)	Committee	Executive Board
SDD001	Improve performance	Delivery of Directorate Commitments	There is a risk that the Directorate is unable to deliver against stated commitments and ambitions, due to limited resources and capacity at a time where the Directorate is still developing and maturing and responding to concurrent events. This could result in a lack of clarity and direction for Directorate members impeding the Directorates ability work effectively and efficiently impacting on the support and delivery performance as a Directorate across the wider SFRS	Director of Service Development	Probability Increased; Ongoing challenges exist in relation to the recruitment and funding of posts across all three functional areas of ICT, SDMP and Portfolio Office. (Risk Probability increased from 4-5) (Target Probability increased from 1-3)	20 (5 x 4)	16 (4 x 4)	CC	SMB

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Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (PxI)	Initial Risk Rating (PxI)	Committee	Executive Board
SDD004	Improve performance	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 Office	Probability Increased; This risk is more appropriately aligned to Improved Performance. Probability increased due to ongoing challenges in relation to the recruitment of posts. (Risk Probability increased from 2-4)	16 (4 x 4)	8 (2 x 4)	CC	SMB
SDD008	Skilled, trained and motivated staff	Continuous Improvement Culture	There is a risk should SFRS continue to adopt an ad-hoc approach to continuous improvement that we will be unable to introduce and embed a systematic approach, framework and culture organisation wide that would enable a measurable and sustainable way to implementing improvements and delivering value	Head of Portfolio Office	Probability Increased; Due to Service needs, the Strategic Manager leading this area of work has been moved to the Staffing Solutions Team. (Risk Probability increased from 3-5) (Target Probability increased from 1-3)	15 (5 x 3)	9 (3 x 3)	CC	SMB

New Directorate Risks

Appendix 1g

Risk ID	Risk Name	Risk Description	SR ID	Strategic Risk (SR) Name	Risk Owner	Committee	Executive Board	Target Date	Current Risk Rating (PxI)	Target Risk Rating (PxI)
SDD009	Delivery of Strategic Change	There is a risk of the Directorate being unable to embed Strategic Change capabilities across the SFRS as a result of organisational constraints that limit critical resource capacity and capability both within the Portfolio Office and across SFRS functions, which includes the necessity to further develop and build the skills and competencies that are required of a Strategic Change function. This could result in a number of consequences for SFRS which would include our ability to deliver change on time and within budget and to quality standards	8	Improve performance	Head of Portfolio Office	CC	SMB	Mar-23	15 (5x3)	6 (3x2)

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
SDD001	Delivery of Directorate Commitments	There is a risk that the Directorate is unable to deliver against stated commitments and ambitions, due to limited resources and capacity at a time where the Directorate is still developing and maturing and responding to concurrent events. This could result in a lack of clarity and direction for Directorate members impeding the Directorates ability work effectively and efficiently impacting on the support and delivery performance as a Directorate across the wider SFRS	Development of market allowance business cases, recruitment and implementation of posts to improve the recruitment to vacant posts and ensure retention of existing ICT staff.	Head of ICT	Dec-22	Green - 10%	Business Cases submitted for Market Allowance Panel on 30/5/22	CC	SMB

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Risk ID	Risk Name	Risk Description	Control Description	Control Owner	Control Due Date	Performance	Control Comments	Committee	Executive Board
SDD009	Delivery of Strategic Change	There is a risk of the Directorate being unable to embed Strategic Change capabilities across the SFRS as a result of organisational constraints that limit critical resource capacity and capability both within the Portfolio Office and across SFRS functions, which includes the necessity to further develop and build the skills and competencies that are required of a Strategic Change function. This could result in a number of consequences for SFRS which would include our ability to deliver change on time and within budget and to quality standards	Development of business cases, recruitment and implementation of posts, Partnership working across the service and continued professional development (CPD) of Strategic Change related roles will essential in the mitigation of this risk	Head of Portfolio Office	Mar-23	Red - 25%	Resource spotlight highlighting key capability gaps and constraints presented to the Change Committee. Further development and presentation of business cases to SLT required for prioritisation - Training needs assessment within the PO conducted and training initiated	CC	SMB
SPPC002	Communicate with Stakeholders	There is a risk that communication and engagement plans are not in place to support consultation processes because of a lack planning or consistency of approach resulting in unsupported and poorly defined strategy and change activity	Implement SFRS Communications and Engagement Strategy for 2021-23.	Head of Communication and Engagement	Mar-23	Green - 0%	Delivery of objectives contained within the Corporate Communications Workplan	CC	GGB

CHANGE COMMITTEE ROLLING FORWARD PLAN

Agenda Item 11.1

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
10 NOVEMBER 2022	<ul style="list-style-type: none"> • Chair’s Welcome • Apologies • Consideration/ Decision Items to be taken in Private • Declaration of Interests • Minutes of Previous Meeting • Action Log • SMB Action Log • Change Portfolio. Major Projects • General Reports • Command & Control Futures (Written update) • PTFAS • 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"> • Safe and Well Evaluation Report 	<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
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) • PTFAS • 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"> •

Items for Forward Plan once 2020 dates agreed:

From August 2020 meeting:

- West ARC – Review the statement of benefit within the report, lessons learned and measures of benefit – report back to TMPC.