



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING - CHANGE COMMITTEE**

**THURSDAY 10 NOVEMBER 2022 @ 1000HRS**

**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: 15 AUGUST 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 CHANGE PORTFOLIO/MAJOR PROJECTS**

**7.1 Portfolio Office Highlight Reports (attached)**

*C Montgomery  
S Nicholson  
M Waters*

- Low Carbon Appliance Project (*Presentation – to follow*)
- Web/iHub Project Dossier (*attached*)
- Service Delivery Model Programme Change Request and Framework (*attached*)
- Safe and Well Project Evaluation Update (*verbal*)
- On-Call Programme (*verbal*)

*A Girrity  
A Perry  
D Farries*

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

**OFFICIAL**

- 7.2 People, Training, Finance and Assets System Programme Update  
(attached) P McGovern

*The Committee is asked to scrutinise these attached reports.*

**8 GENERAL REPORTS**

- 8.1 Portfolio Office Progress Update (attached) C Montgomery

*This report is for information only.*

**9 RISK**

- 9.1 Portfolio Office Risk Report (attached) G Buchanan  
9.2 Committee Aligned Directorate Risks (attached) C Montgomery

*The Committee is asked to scrutinise these attached reports.*

**10 COMMITTEE ROLLING FORWARD PLANNING** F Thorburn

- 10.1 Committee Forward Plan (attached)  
10.2 Items for Consideration at Future IGF, Board and Strategy Day meetings

**11 REVIEW OF ACTIONS** Board Support

**12 DATE OF NEXT MEETING**

Thursday 9 February 2022 @ 1000 hrs

**PRIVATE SESSION**

- 13 MINUTES OF PREVIOUS PRIVATE MEETING: 15 AUGUST 2022**  
(attached) F Thorburn

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

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

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

- 15 FINANCIAL REPORTING - CHANGE PORTFOLIO** (attached) C Montgomery

*This report is for information only.*

- 16 COMMAND AND CONTROL FUTURES PROJECT UPDATE** (verbal) A Watt/  
G MacKay

*The Committee is asked to note the verbal update.*

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

**17 RESOURCE SPENDING REVIEW PROGRAMME OF CHANGE** (to follow)

S Stevens

*This report is for information only.*



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

**PUBLIC MEETING - CHANGE COMMITTEE**

**MONDAY 15 AUGUST 2022 @ 1400 HRS**

**BY CONFERENCE FACILITIES**

**PRESENT:**

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

Nick Barr (NB)  
Angiolina Foster (AF)

**IN ATTENDANCE:**

Stuart Stevens (SS)	Deputy Chief Officer
David Lockhart (DL)	Assistant Chief Officer, Director of Service Development
Andy Main (AM)	Head of Portfolio Office
Curtis Montgomery (CM)	Change Centre of Excellence Manager
Stewart Nicholson (SN)	Deputy Assistant Chief Officer, Service Delivery (Item 8.1)
Scott Semple (SSe)	Head of People and Organisational Development (Item 8.2)
Ally Cameron (AC)	Group Commander Board Support Manager
Debbie Haddow (DH)	Board Support/Minutes

**OBSERVERS**

Leanne Stewart	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, Deputy Chair  
Gillian Buchanan, Deputy Portfolio Manager

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

- 3.1 The Committee agreed that the Highlight Reports (Agenda Item 16), Financial Reports (Agenda Item 17) and Command and Controls Futures (CCF) Project (Agenda Item 18) would be heard in the private session due to confidential commercial/financial information (Standing Order 9E).

#### **4 DECLARATION OF INTERESTS**

4.1 None

#### **5 MINUTES OF PREVIOUS PUBLIC MEETING: 12 MAY 2022**

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

5.1.1 **The minutes of the meeting held on 12 May 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 actions were agreed and removed. The Committee noted and welcomed the detailed Youth Volunteer Scheme update contained on the action log.

Action 9.1.1 Portfolio Office Progress Update (3 February 2022): AM confirmed that this was still being progressed through the Senior Management Board and the Strategic Leadership Team. Due date to be extended to November 2022.

6.2 **The Committee noted the Action Log.**

#### **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 For information SS noted that the action referencing the creation of a risk spotlight related to GETAC tablets. The risk spotlight would be presented at the SMB and the Service Delivery Committee.

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

#### **8 CHANGE PORTFOLIO/MAJOR PROJECTS**

##### **8.1 Change Portfolio/Major Projects Dashboard**

8.1.1 AM presented the Change Portfolio/Major Projects Dashboard to the Committee which provided a wider overview of the identified risks, interdependencies, costs and capacity to deliver. The following key issues were highlighted:

- Transition ongoing to the new reporting format (to be presented under Agenda Item 16 in the private session).

##### **8.1.2 Low Carbon Appliance – Proof of Concept Dossier**

SN presented the Dossier to the Committee and highlighted the following key points:

- New phase of project moving to the introduction and delivery of appliance to service delivery and acknowledgement of the change of Executive Lead to SN from Iain Morris, Acting Director of Asset Management.
- Focus on engagement with internal partners including training, operations, etc and external partners, ie Scottish Government, Transport for Scotland, Scottish Enterprise.
- Next steps include identifying how to maximise opportunities and innovation for the appliance, gather intelligence and share learning throughout the sector and wider stakeholders.
- Overview of current and future steps for the project outlined within the Dossier.
- Timeline - Anticipated to be delivered November/December 2022, initial 3 month period of familiarisation/training (National Training Centre) followed by operational deployment in March 2023.
- Executive Lead and Portfolio Office were identifying and focussing on evaluation of the project.

8.1.3 The Committee noted on the financial contribution from Transport Scotland and subsequent commitment from the Service associated with this project. The Committee sought clarification whether the project remained within budget and what resources were allocated to the project. The Committee commented on the advanced stage of the project and the fact that this was the first time the Committee had been made aware of it and sought assurance that this situation would not be repeated.

8.1.4 SN confirmed that the project remained in line with the projected budget and provided assurance of the governance arrangements now in place for the project which would ensure that the Committee would be kept fully informed of progress.

8.1.5 As a result brief discussion took place on the failure to initiate and produce a business case for this project and the need to evaluate whether it would be appropriate to retrospectively document the business case to identify and track added value/benefits. It was noted that the work of the Portfolio Office to develop a design authority process would reduce this re-occurring. The Committee Chair supported the development of a retrospective business case. Portfolio Office to consider and confirm whether a retrospective business case or an alternative means to capture benefits would be developed to support this project.

**ACTION: PO**

8.1.6 AM confirmed that the formal presentation of the Portfolio Office function's new governance arrangements would be tabled at the Strategic Leadership Team in September 2022, this will address the intake of major change going forward. The Committee welcomed the confirmation that the framework (presented at the Committee workshop on 11 August) would be the gateway for all new proposals going forward.

8.1.7 SN noted that the original scope of the project was to deliver a standard reliable rescue appliance. Any wider opportunities to explore innovation, both in relation to appliances and firefighting, would be considered in the future.

8.1.8 **The Committee scrutinised the report and the Low Carbon Appliance Dossier.**

*(SS joined the meeting at 1430 hrs)*

8.2 **People, Training, Finance and Assets Systems (PTFAS) Programme Update**

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

- Discussions ongoing with Scottish Government to explore the opportunity for joint procurement of a new HR/Finance solution. Anticipate a more detailed update would be provided at the next meeting (November 2022). **(ACTION: PMcG)**
- As a result of the Resource Spending Review (RSR), the plan would be reviewed to identify options for phasing of programme and prioritising elements.
- Contract with current HR provider to be further extended. Currently this is due to expire in September 2023.
- Preparatory work ongoing for the Digital Scotland Service Standard and Technical Assurance Framework audits. Both audits were scheduled for October 2022.
- Work undertaken to develop and align the programme visions, values, principles and benefits. Thanks were extended to the Portfolio Office for their assistance in this area.

8.2.2 The Committee noted and welcomed the review of the phasing of the programme due to the significant size, complexity and associated risk. However, the Committee also noted their concern that the phasing of such a complex programme may not be sufficient given the level of risk and financial pressures.

- 8.2.3 The Committee noted that the programme values differed from the Service's values of Safety, Teamwork, Respect and Innovation. The rationale for this was explained and understood by the Committee.
- 8.2.4 The Committee noted the SMART benefits and sought assurance that the appropriate benchmarking would be in place to evidence benefits in the future. SS advised the Committee of the intention to develop the matrix to be able to evidence future benefits.
- 8.2.5 AM further advised the Committee that the Service would be taking a benefit led approach to inform the phasing of the programme to ensure measurable benefits against the level of investment. AM noted that the benefits framework would help individual teams identify targets, benefits, etc and would assist the Executive in making informed decisions regarding the future programme.
- 8.2.6 CM summarised the support provided to help identify benefits, smart objectives, improve focus on improvement including smart objectives and supporting matrix measures. CM noted the collation of a business process catalogue to target high yield end to end processes across the whole organisation which would help to identify what was feasible, potential savings and options of future planning (blueprint).
- 8.2.7 **The Committee scrutinised the report.**
- (S Semple left the meeting at 1450 hrs)*

## 9 GENERAL REPORTS

### 9.1 Portfolio Progress Update

- 9.1.1 AM presented the Portfolio Progress update report to the Committee which outlined the key activities undertaken by the PO in developing new and existing capacity specific to Portfolio, Project and Programme management.
- 9.1.2 The Committee observed that the Portfolio Office were gaining momentum and progressing at pace and thanked all those involved for their continued work. The Committee noted that the discussions at the recent Strategy Day and Committee workshops were informative and helpful.
- 9.1.3 The Committee sought clarification whether the reporting periods related to calendar or fiscal years. AM confirmed that the reporting period was fiscal year and would adjust future reports to provide this clarity.

**ACTION: PO**

### 9.1.4 **The Committee noted the report.**

### 9.2 Internal Audit - Portfolio Office

- 9.2.1 AM provided a verbal update to the Committee on the findings of the Internal Audit report, noting that there were no new issues identified. AM highlighted the alignment from the progress reporting on the roadmap against the Internal Audit recommendations, noting that work had already begun. AM noted that there was recognition and work still required within the Service in regard to fully resourcing the Portfolio Office function.
- 9.2.2 AM confirmed the governance arrangements for the Internal Audit report were Good Governance Board and Audit and Risk Assurance Committee.
- 9.2.3 **The Committee noted the report.**



## 10 RISK

### 10.1 Portfolio Office Risk Report

10.1.1 AM 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. The following key points were noted:

- Reformat to align with Strategic Risk Register
- Downward trend in risk (reduction of 26 to 22 critical risks)

10.1.2 AM intimated that the reduction in risk may not be truly reflective of the situation. AM noted that dependencies across the portfolio were not always reflected from a risk perspective, however, internally work was ongoing to review/change risk narrative.

10.1.3 The Committee commented on the distinction between risks and issues (ie a risk that has crystallised/materialised therefore becomes an issue).

10.1.4 AM commented on the need for further education within the Service to help differentiate risks and issues and when appropriate, the need to identify corrective and remedial actions. AM advised the Committee of ongoing discussions to identify future improvements, greater understanding, consistency and appropriate governance routes.

10.1.5 AM advised that the intention was for future reports to capture the separation of risks and issues (crystallised risks) and be supported by a revised management response. AM to provide an update with regard to the development of this work.

**ACTION: PO**

10.1.6 CM noted that a separate issues log would be implemented for all new projects going forward.

10.1.7 **The Committee scrutinised the report.**

### 10.2 Committee Aligned Directorate Risks

10.2.1 DL presented the Aligned Directorate Risks report to the Committee noting the following key points:

- 10.2.2
- Two new risks.
  - Increased risk rating relating to SD001 (Delivery of Directorate Commitments) and SD004 (Organisational Culture).

10.2.3 **The Committee scrutinised the report.**

## 11 COMMITTEE ROLLING FORWARD PLAN

### 11.1 Committee Forward Plan

11.1.1 No items were identified. AC highlighted the update on the Safe and Well Evaluation would be brought to the next meeting (November 2022).

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

11.2.1 AC reminded the Committee that PTFAS was scheduled to be discussed at a Strategy Day, however, this has been deferred due to the broader prioritisation discussions required.

11.2.2 **The Committee noted the Forward Plan.**

## 12 REVIEW OF ACTIONS

12.1 AC confirmed that 4 formal actions were recorded during the meeting.



**13 DATE OF NEXT MEETING**

- 13.1 The next meeting is scheduled to take place on Thursday 10 November 2022 at 1000hrs.
- 13.2. There being no further matters to discuss, the public meeting closed at 1510 hrs.

**PRIVATE SESSION**

**14 MINUTES OF PREVIOUS PRIVATE MEETING: 12 MAY 2022**

- 14.1 The minutes of the meeting held on 12 May 2022 were approved as a true record of the meeting.

**15 PRIVATE ACTION LOG**

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

**16 PORTFOLIO OFFICE PROJECTS**

**16.1 New Highlight Report (Test of Change)**

AM presented the Project Highlight Reports to the Committee for scrutiny. It was noted that these reports were being taken in private due to the financial information now being contained within the reports.

- 16.2 Brief discussion took place on whether future reports should be taken in private due to the financial and contractual elements whilst maintaining transparency. It was noted that transparency could still be made through public Board reports. Proposed for future highlight reports to omit the financial elements and a separate financial report would be presented.

**16.3 The Committee scrutinised the report.**

**17 FINANCIAL REPORTING – CHANGE PORTFOLIO**

- 17.1 AM presented the report to the Committee, commented on the good partnership with Finance (Marcus Jenks, Decision Support Manager) in producing monthly forecasting reports and trying to drive further improvements into the reports.

- 17.2 AM confirmed that the Low Carbon Appliance project would be included in future reports.

**17.3 The Committee noted the report.**

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

**18.1 Command and Control Futures Project Update**

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

- 18.2 The Committee scrutinised the report and thanked GMack for the update.**



## CHANGE COMMITTEE – ROLLING ACTION LOG

### Background and Purpose

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

The status of Actions are categorised as follows:

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

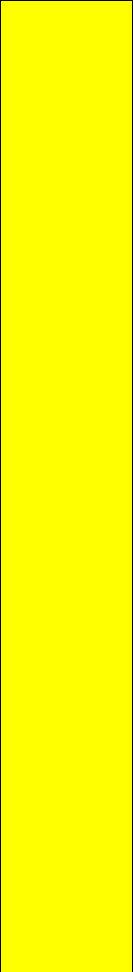
### Actions/recommendations

Currently the rolling action log contains 6 actions. A total of 4 of these actions has been completed.

The Committee is therefore asked to approve the removal of the 4 actions noted as completed (Blue status), note the one action categorised as Green status and note 2 actions categorised as Yellow status on the action log.no

## CHANGE COMMITTEE ROLLING ACTION LOG

Committee Meeting: 3 February 2022						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
9.1.1	<p><b>Portfolio Office Progress Update:</b> Portfolio Office Function Strategy document has been drafted and once approved by the SMB, would be shared with the Committee for review/input</p>	AM	November 2022 (Org June 2022)			<p><b>Update (12/05/2022):</b> Strategy revisions required as a result of budgetary constraints 22/23 – Review of capabilities, services and resourcing required.</p> <p><b>Update (15/08/2022):</b> 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.</p> <p><b>Update (10/11/2022):</b> A case for change was discussed at SMB outlining the strategy to enhance portfolio office capabilities. It sets out a strategy for the new and enhanced portfolio office services into four pillars with supporting roles:</p> <ol style="list-style-type: none"> <li>1. Centre of Excellence (CoE)</li> <li>2. Portfolio Management, Governance and Assurance</li> <li>3. Business Architecture, Analysis and Service Improvement</li> <li>4. Programme and Project Delivery</li> </ol> <p>The case for change will be discussed at SLT on 7 December 2022. Following review/approval of the case for change, the draft strategy document will be revised.</p>

<p>9.1.8</p>	<p><b>Portfolio Office Progress Update:</b> Portfolio Office to look at how to manage the gap around benefits realisation for projects currently in progress.</p>	<p>PO</p>	<p>November 2022 (Org August 2022)</p>		<p><b>Update (12/05/2022):</b> 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.</p> <p><b>Update (15/08/2022):</b> 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.</p> <p><b>Update (10/11/2022):</b> Activities ongoing. Work continues with the test of change of the benefits management framework and toolkit which, if successful, will be implemented across the portfolio for all new initiatives and integrated with the case for change process. Lack of resources within the portfolio office is a key constraint to further implementation and development of the benefits approach.</p>
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Committee Meeting: 15 August 2022						
Agenda Item	Actions Arising	Lead	Due Date	RAG Status	Completion Date	Position Statement
8.1.5	<b>Change Portfolio/Major Project -Low Carbon Appliance Project Dossier:</b> Clarity on approach to the low carbon appliance – proof of concept, in relation to requirement for retrospective business case or alternative mechanism to capture benefits, etc.	PO	November 2022		November 2022	<b>Completed (10/11/2022):</b> Project review which includes benefits information is included in the agenda
8.2.1	<b>People, Training, Finance and Asset Systems (PTFAS) Programme Update:</b> Discussions ongoing with Scottish Government to explore the opportunity for joint procurement of a new HR/ Finance solution. Detailed update would be provided at the next meeting (November 2022).	PMcG	November 2022		November 2022	<b>Completed (10/11/2022):</b> Workshops being held with Sopra Steria w/c 24 October.
9.1.3	<b>Portfolio Progress Report:</b> Update to provide clarity for the reporting period being fiscal year.	PO	November 2022		November 2022	<b>Completed (10/11/2022):</b> The financial data has been removed from the highlight reports and presented in a separate report to the private session which is reported in the fiscal year.
10.1.5	<b>Portfolio Office Risk Report:</b> Intention was for future reports to capture the separation of risks and issues (crystallised risks) and be supported by a revised management response. AM to provide an update with regard to the development of this work.	PO	November 2022		November 2022	<b>Completed (10/11/2022):</b> Meeting was held with David Johnstone to discuss issues vs risk within the organisation. The current highlight report captures the top 3 delivery risks and top 3 delivery issues for each of the projects – where applicable.



Report No: C/CC/23-22

Agenda Item: 7.1

<b>Report To:</b>	<b>CHANGE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>10 NOVEMBER 2022 (DATE AS AT: 19 OCTOBER 2022)</b>						
<b>Report Title:</b>	<b>PORTFOLIO OFFICE PROJECT HIGHLIGHTS COVER PAPER</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
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.						
<b>2</b>	<b>Background</b>						
2.1	The Portfolio Office (PO) will update the CC with available information associated with this programme during the reporting period.						
<b>3</b>	<b>Main Report and Discussion</b>						
3.1	<b><u>Risk</u></b>						
3.1.1	Resourcing impact due to potential retirements due to Pension update.						
3.2	<b><u>Interdependencies</u></b>						
3.2.1	The capacity from the Training, Safety and Assurance and ICT across various projects remains a Portfolio interdependency.						
3.2.2	Service Delivery Model Programme (SDMP) - close involvement with SDMP and People, Training, Finance and Assets Systems Programme (PTFAS). A SDMP Project Manager is part of the PTFAS Board Meetings.						
3.2.3	There are key dependencies and interdependencies with the On Call Improvement Programme (On Call IP), PTFAS, SDMP, Emergency Services Network (ESN), and Command and Control Futures (CCF) projects.						
3.3	<b><u>Cost</u></b>						
3.3.1	Emergency Services Network - Ongoing funding discussions taking place with the Scottish Government.						
3.4	<b><u>Capacity to Deliver</u></b>						
3.4.1	Full stakeholder engagement along with continuous monitoring of resource availability and allocation will be essential to ensure Scottish Fire and Rescue Service (SFRS) have the appropriate level of capacity to deliver all major change projects. The Portfolio Function will seek to develop Capacity Planning capabilities and embed across the change portfolio. Potential impact on retirements due to Pension update.						

3.5	<b><u>Other</u></b>
3.5.1	<b>Service Delivery Model Programme:</b>
3.5.1.1	<b>Community Risk Index Model (CRIM)</b> 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. Extension to the timeline should have a positive impact on the current RAG status moving forward.
3.5.1.2	<b>Demand Based Duty Systems and</b>
3.5.1.3	<b>Station &amp; Appliance Review</b> showing Red for Time and Amber for Skills/Resources – as above, the successful appointment of a suitable SDMP GIS Analyst to support the delivery of the next iteration of the CRIM. Revised timeline proposed.
3.5.2	<b>People, Training, Finance and Assets Systems Programme:</b>
3.5.2.1	<b>People, Payroll and Finance</b> showing Amber for Time and Costs, due to rebalancing work being undertaken and costs relating to future review spending.
3.5.2.2	<b>Rostering</b> showing Amber for Skills and Resources, due to the requirement for additional resources.
3.5.3	<b>On Call Improvement Programme:</b>
3.5.3.1	<b>Responding Options &amp; Duty Systems Relationships and</b>
3.5.3.2	<b>Attraction &amp; Recruitment Improvements</b> showing Red for Skills/Resources and Amber for Time, Quality due to turnover of project team and ongoing pension remedy.
3.5.3.3	<b>Variable Contract Options &amp; On Call Station Establishments</b> showing Amber for Time, Quality and Skills and Resources due to turnover of the project teams and ongoing pension remedy.
3.5.4	<b>Emergency Services Network</b> showing Red for Costs, Amber for Time and Skills/Resources. Continue to pursue funding from Scottish Government.
3.5.5	<b>McDonald Road Redevelopment - Museum of Fire</b> showing Time, Cost, Skills Resources Amber due to ongoing discussions regarding final costings and some snagging works.
3.5.6	<b>Safe and Well</b> showing Red for Quality due to ICT challenges.
<b>4</b>	<b>Recommendation</b>
4.1	The Change Committee are asked to scrutinise the projects for governance under the programme.
<b>5</b>	<b>Core Brief</b>
5.1	Not Applicable
<b>6</b>	<b>Appendices/Further Reading</b>
6.1	Appendix A – Project Highlights
6.2	Appendix B – Low Carbon Appliance Project (presentation)
6.3	Appendix C – Web/iHub Project Dossier
6.4	Appendix D – Service Delivery Model Programme Change Request and Framework



OFFICIAL

<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Programme Officers	
<b>Sponsored by:</b>	David Lockhart, Director of Service Delivery	
<b>Presented by:</b>	Gillian Buchanan, Portfolio Manager	
<b>Links to Strategy</b>		
We are fully accountable and maximise our public value by delivering a high quality, sustainable and rescue service for Scotland.		
<b>Governance Route for Report</b>		<b>Meeting Date</b>
<i>Change Committee</i>		<i>10 November 2022</i>
		<i>For Scrutiny</i>

**PROJECT HIGHLIGHT REPORT**

<b>Project Name</b>		Attraction & Recruitment Improvements (On Call)		<b>SRO</b>	ACO David Farries (T)	<b>Project Manager</b>	AC Iain MacLeod/ AC Jason Sharp	<b>Project Start Date</b>	30/11/2021	<b>Original Project End Date</b>	30/03/2023	<b>Base Rev</b>					
<b>Strategic Outcome Alignment</b>		Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	<b>Revised Project End Date</b>				<b>Base Rev 1</b>						
<b>Project Update</b>						<b>Project Governance &amp; Mgmt. Control</b>											
<ul style="list-style-type: none"> <li>The Skills and Resource risk remains red due to the turnover within the project team, project executives and service Delivery Teams.</li> <li>The Project Team are in the progress of evaluation both PREP 1 and the pilot of PREP 2, with a view that any implementation issues are managed prior to a closing rep rot being produced for the Project Board.</li> </ul>						<b>Current Period Delivery Trend</b>	→	<b>Business Case</b>	<b>Project Dossier</b>	<b>Risk Register</b>	<b>Project Stage</b>						
						<b>Last Period Delivery Trend</b>	→	✓	✓	✓	DEVELOP / BUILD						
						<b>Project Performance</b>	<b>Overall Health</b>	Time	Cost	Quality	Skills & Resource						
							A	A	G	A	R						
						<b>Significant Milestone Forecast</b>			<b>Progress</b>	<b>Status</b>	<b>Planned</b>	<b>LTF</b>					
Implement agreed recommendations of identified redesign and improvements to our recruitment processes						75-100%	Complete	30/09/2022									
SFRS website content to have RDS & VDS specific information and redesigned attraction & recruitment documentation						50-75%	In Progress	30/03/2023									
Engagement with staff, partners and stakeholders to explore themes, issues, challenges and strengths to inform future attraction & recruitment approaches both nationally and locally						25-50%	In Progress	30/12/2022									
Design, rollout and evolve a supported RVDS pre-employment engagement programme (PEEP) to enhance the candidate experience and recruitment success rates. Building in opportunities for the PEEP to streamline recruitment processes and future development of candidates						25-50%	In Progress	28/02/2023									
<b>Pathway to Green / Next steps</b>						<Milestone5>	0%	Future Task									
<ul style="list-style-type: none"> <li>Whilst the R&amp;S milestone has been achieved, briefing sessions will support implementation of the new arrangements, coupled with close monitoring to respond to any implementation issues, with ongoing drop in sessions and briefings scheduled to maintain focus.</li> <li>The PREP process now forms an integral part of the revised R&amp;S process and as such a review of how well this has been embedded is underway. Feedback from the PREP Phase 2 pilot areas is being collated to identify and address any issues before being progressed nationally.</li> </ul>						<Milestone6>	0%	Future Task									
						<Milestone7>											
						<Milestone8>											
						<Milestone9>											
<b>Critical Path</b>																	
<b>Gate 0 - INTAKE</b>			<b>Gate 1 - PLANNING</b>			<b>Gate 2 - DELIVERY</b>			<b>Gate 3 - CLOSURE</b>			<b>REALISE VALUE</b>					
<b>Planned</b>		<b>Actual</b>	<b>Planned</b>		<b>Actual</b>	<b>Planned</b>		<b>Actual</b>	<b>Planned</b>		<b>Actual</b>	<b>Planned</b>	<b>Actual</b>				
					Nov-21			Nov-21	Sep-22	Apr-23			tbc				
<b>Critical Risk, Issue &amp; Dependencies - S: Schedule  B: Budget   C: Scope   R: Resource</b>																	
<b>Dependency ID</b>	<b>Key Inter-Dependency</b>					<b>From (Giver)</b>		<b>To (Receiver)</b>	<b>Category</b>	<b>Due Date (From)</b>	<b>Due Date (To)</b>	<b>Status</b>					
R	Terms and Conditions outcomes to support outcomes					HROD/Rep Bodies		On Call	S/B	30/07/2022							
<b>Risk RAG/Score</b>	<b>Top 3 Delivery Risks</b>					<b>Mitigation Plan</b>			<b>Category</b>	<b>Date Identified</b>	<b>Risk Owner</b>	<b>By When</b>					
16	Failure of negotiations for RDS Standardised Terms and Conditions. Protracted negotiations are likely prevent full engagement with On Call staff and will have an impact on current On Call Improvement Programme timelines.					HROD Business Partner allocated to Standardisation negotiations. Standardisation of RDS T&Cs sits out with 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.			S	30/05/2021	HROD	Q3 2022-23					
20	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.					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			R	30/05/2021	SLT	Q2 2022-23					
<b>Issue Impact</b>	<b>Top 3 Delivery Issues</b>					<b>Corrective Action</b>			<b>Category</b>	<b>Date Identified</b>	<b>Issue Owner</b>	<b>By When</b>					
R	Insufficient time to communicate, test and deploy and introduce full proposals.					Agree priorities, approach and appropriate schedule			S								
A	Insufficient resources to deliver due to budget pressures on fixed term and business case posts					Raise awareness with appropriate directorates and ensure this work is identified as critical to Deliver our Service			R								
<b>Financial &amp; Benefit Tracking</b>																	
<b>Financial Tracking</b>						<b>Benefit Tracking</b>											
<b>Planned Budget</b>			<b>Forecast</b>			<b>Actual</b>			<b>Planned</b>			<b>Forecast</b>			<b>Actual</b>	<b>Remaining</b>	<b>Due</b>
<b>Capex</b>	£	-	<b>Capex</b>	£	-	<b>Capex</b>	£	-	<b>Cashable</b>	TBC							
<b>Revox</b>									<b>Non-Cashable</b>	TBC							
<b>Total</b>									<b># Benefits</b>	TBC							



## PROJECT HIGHLIGHT REPORT

Project Name	Variable Contract & Station Establishments (On Call)		SRO	ACO David Farries (T)	Project Manager	Rachael Scott & Craig McGoldrick	Project Start Date	30/11/2021	Original Project End Date	30/03/2023	Base Rev				
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Revised Project End Date				30/06/2023	Base Rev 1				
	Project Update						Project Governance & Mgmt. Control								
Overview of potential models and considerations in scope of project provided to NOCLF in September and On Call Board in early October to gauge feedback/views. This will inform final governance paper on options and recommendations. There has been some slight slippage to final milestone timescales due to resource/capacity and gauging Forum/Board views prior to finalising the recommendation paper, but within tolerance levels. Final paper will be progressed through governance between November 2022 and January 2023						Current Period Delivery Trend	→	Business Case	Project Dossier	Risk Register	Project Stage				
						Last Period Delivery Trend	→	✓	✓	✓	DEVELOP / BUILD				
						Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource				
							A	A	G	A	A				
						Significant Milestone Forecast						Progress	Status	Planned	LTf
						Develop and Define recommendations for variable contract options and station establishments						75-100%	In Progress	30-Aug-22	30-Oct-22
						Finalise potential options and present recommendations through SFRS governance via NRVLf & Programme Board						0-25%	In Progress	30-Dec-22	30-Jan-23
						<Milestone3>						50-75%	In Progress		
						<Milestone4>						25-50%	In Progress		
						<Milestone5>						0-25%	In Progress		
Pathway to Green / Next steps						<Milestone6>	0%	Future Task							
Amber tolerance skills & resource, time and quality with regular monitoring of issue and potential impact/risk to agreed project milestones						<Milestone7>									
<Milestone8>															
<Milestone9>															
Critical Path															
Gate 0 - INTAKE			Gate 1 - PLANNING			Gate 2 - DELIVERY			Gate 3 - CLOSURE			REALISE VALUE			
Planned		Actual		Planned		Actual		Planned		Actual		Planned		Actual	
				Nov-21		Dec-22		tbc		Jun-23		tbc			
Critical Risk, Issue & Dependencies - S: Schedule   B: Budget   C: Scope   R: Resource															
Dependency ID	Key Inter-Dependency					From (Giver)	To (Receiver)	Category	Due Date (From)	Due Date (To)	Status				
	Agreement on/finalising standardisation of RDS T&C's					POD	On Call	S		tbc	In progress				
	Cluster approaches to Establishment figures relies on the flexibility of deployment of staff, considered under the Responding Options Project and the recognition of the impact of overall running cost changes as a result of revised Variable Contract recommendations.					On Call	On Call	S		tbc	In progress				
						Mixed crewing establishment models relies on work undertaken via Responding Options and Duty System					On Call	On Call	S		tbc
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan						Category	Date Identified	Risk Owner	By When	
16	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.				HROD Business Partner allocated to Standardisation negotiations. Standardisation of RDS T&C's sits out with 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.			S	30-May-21	HROD					
20	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.				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			R	30-May-21	SLT					
Issue Impact	Top 3 Delivery Issues				Corrective Action			Category	Date Identified	Issue Owner	By When				
16	Resources and skills to meet projected timelines.				Skills & resource to support project activity remains under regular review to assess potential impact to agreed project milestones. In particular, capacity of Finance colleagues to support project timescales.			R		Project Leads					
Financial & Benefit Tracking															
Financial Tracking						Benefit Tracking									
Planned Budget		Forecast		Actual		Planned		Forecast		Actual		Remaining		Due	
Capex	TBC	Capex	£	-	Capex	£	-	Cashable	TBC						
Revex	TBC	Revex	£	-	Revex	£	-	Non-Cashable	TBC						
Total	TBC	Total	£	-	Total	£	-	# Benefits	TBC						

## PROJECT HIGHLIGHT REPORT

Project Name	Emergency Services Mobile Communic		SRO	Sandra Fox		Project Manager	Andrew Mosley	Project Start Date	30/08/2020	Original Project End Date	30/12/2023	Base Rev	
Strategic Outcome Alignment	Outcome 1	Outcome 2	Outcome 3	Outcome 5	Outcome 7			Revised Project End Date	30/01/2026			Base Rev 1	
<b>Project Update</b>						<b>Project Governance &amp; Mgmt. Control</b>							
<p>Programme re-lotting still ongoing.</p> <p>SFRS continue to pursue a funded early adopter data only option in the form of ESN Connect. This bid for £3.3M joint funding between the Programme (Home Office) and the Scottish Government was approved by the Permanent Under Secretary to the Cabinet Office thereafter to Treasury for approval, the devices will be ordered with some funding issues between the Scottish Government and the Home Office still to be resolved.</p> <p>Work on the Reference Vehicle Installation Documents, is now complete with 16 SFRS vehicles having installation documents in place for them, the lessons learned from this was shared with the English and Welsh Fire Services, very positive comment made by the Programme on the SFRS planning for this piece of work.</p> <p>Work is ongoing re Applications and technical integration with the SFRS back office. Early Market engagement with two key suppliers (Airbus and 3TC) has taken place with positive exchanges of information. This matter is now progressing to Procurement.</p> <p>Training for Data separate from Voice is under review.</p>						Current Period Delivery Trend	→	Business Case	Project Dossier	Risk Register	Project Stage		
						Last Period Delivery Trend	→	✓	✓	✓	INITIATE		
						Project Performance	Overall Health	Time	Cost	Quality	Skills & Resource		
							A	A	R	G	A		
						<b>Significant Milestone Forecast</b>		<b>Progress</b>	<b>Status</b>	<b>Planned</b>	<b>LTF</b>		
Agreed funding (SG and Programme) (Connect)		75-100%	In Progress	30/06/2022	01-Sep-22								
RVID for 15 SFRS Vehicle types		100%	Complete	30-Aug-22	01-Sep-22								
Migration to Connect (Data)		0-25%	Future Task	30-Aug-23									
<Milestone4>													
<Milestone5>													
<Milestone6>													
<Milestone7>													
<Milestone8>													
<Milestone9>													
<b>Pathway to Green / Next steps</b>						<Milestone5>							
<p>Project Board supported the development and research into the ESN Connect data only proposal. Meetings have taken 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, proposals approved and backed by the Scottish Government and Programme. Funding now approved by the PUS to Cabinet Office and Treasury. Once financed this option will significantly de-risk a lot of the Project for SFRS particularly in the Fleet Migration and Training risks.</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. Funding for this year has been provided.</p>						<Milestone6>							
						<Milestone7>							
						<Milestone8>							
						<Milestone9>							
						<Milestone9>							
<b>Critical Path</b>													
<b>Gate 0 - INTAKE</b>		<b>Gate 1 - PLANNING</b>		<b>Gate 2 - DELIVERY</b>			<b>Gate 3 - CLOSURE</b>		<b>REALISE VALUE</b>				
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
			tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc	tbc		
<b>Critical Risk, Issue &amp; Dependencies - S: Schedule   B: Budget   C: Scope   R: Resource</b>													
Dependency ID	Key Inter-Dependency					From (Giver)	To (Receiver)	Category	Due Date (From)	Due Date (To)	Status		
R	Scottish Government Funding agreement (ongoing)					Scottish Government	ESN	B	01-Jan-13	01-Jul-22			
R	Command and Control Futures and Systel delivery of Command and Control system					CCF/SYSTELE	SFRS/ESN	C	01-Jan-13	01-Jun-23			
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan			Category	Date Identified	Risk Owner	By When		
20	Recruitment and retention of vehicle fitting staff				Working with HROD to recruit. Possibility of short term contract offers			R	01-Jan-22	HROD	01-Dec-22		
15	Spare Vehicle capacity to facilitate transition (Will be de-risked by Connect)				Laising with fleet team to devise transition plan			S	01-Jan-22	Fleet Manager	01-Dec-22		
Issue Impact	Top 3 Delivery Issues				Corrective Action			Category	Date Identified	Issue Owner	By When		
16	Agreement of Current Scope for ESN Connect only				Agree/define scope, timeline			C	01-Mar-22	SLT	01-Aug-22		
20	Project Resources				Technical Lead replacement			R	01-Jul-22	ICT	01-Sep-22		
6	Training delivery plan for ESN Connect				Data and Voice training plan for workforce			S	01-Jul-22	Training	01-Sep-22		
<b>Financial &amp; Benefit Tracking</b>													
<b>Financial Tracking</b>						<b>Benefit Tracking</b>							
Planned Budget		Forecast		Actual		Planned		Forecast		Actual		Remaining	Due
Capex	£	Capex	£	Capex	£	Cashable	TBC						
Revex		Revex		Revex		Non-Cashable	TBC						
Total		Total		Total		# Benefits	TBC						

## PROJECT HIGHLIGHT REPORT

<b>Project Name</b>	Demand Based Duty System (SDMP)	<b>SRO</b>	ACO David Lockhart (T)	<b>Project Manager</b>	GC Mark Loynd	<b>Project Start Date</b>	05/01/2019	<b>Original Project End Date</b>	Phase 2 June 2021	<b>Base Rev</b>						
<b>Strategic Outcome Alignment</b>	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	<b>Revised Project End Date</b>			Phase 2 July 23	Base Rev 4						
<b>Project Update</b>						<b>Project Governance &amp; Mgmt. Control</b>										
<ul style="list-style-type: none"> <li>A revised SDMP timeline has been proposed and, to date, has been approved by the SDMP Board and SMB. This timeline will be presented to SLT for final approval on 5 October 2022.</li> <li>New DBDS Project milestones will be presented in a revised draft of the SAR Project dossier for formal governance and approval. These will address the failure to deliver current milestones which is largely due to strategic requirements for a change in project scope.</li> <li>The contracted resource modelling specialist, ORH, is undertaking defined pan-Scotland Alternative Duty System modelling to support evolving Service requirements to select suitable Demand Based Duty Systems.</li> <li>The SDMP Business Case and Impact Assessment documentation is being expanded to incorporate incident data relating to the COVID-19 pandemic period (1 April 2020 to 31 March 2022).</li> <li>Human Resources and Central Staffing partners are continuing to rectify gaps identified within the existing Day Shift Duty System (DSDS) and Mid Shift Duty System (MSDS) documentation. This involves ensuring suitable collective agreements, policy documents and management arrangements are in place.</li> </ul>						<b>Current Period Delivery Trend</b>	→	<b>Business Case</b>	□	<b>Project Dossier</b>	✓	<b>Risk Register</b>	✓	<b>Project Stage</b>	DEVELOP / BUILD	
						<b>Last Period Delivery Trend</b>	→		□	✓	✓					
						<b>Project Performance</b>	<b>Overall Health</b>	A	<b>Time</b>	R	<b>Cost</b>	G	<b>Quality</b>	G	<b>Skills &amp; Resource</b>	A
							<b>Significant Milestone Forecast</b>		<b>Progress</b>		<b>Status</b>		<b>Planned</b>		<b>LTF</b>	
						<i>Provide Refined Duty System Change Options.</i>			75-100%	In Progress	30/08/2022	Milestone being revised				
						<i>Conduct a formal public consultation on the "Refined Duty System Change Options".</i>			0%	Future Task	June 2021 to Sept 2022	Milestone being revised				
						<Milestone3>										
						<Milestone4>										
						<Milestone5>										
						<Milestone6>										
<Milestone7>																
<Milestone8>																
<Milestone9>																
<b>Pathway to Green / Next steps</b>																
<b>Pathway to Green</b> <ul style="list-style-type: none"> <li>Obtain formal approval for revised DBDS Project timeline and milestones to reflect the strategic requirement for a change in the project scope. (Nov 2022)</li> </ul>																
<b>Next Steps</b> <ul style="list-style-type: none"> <li>Secure additional GIS Analyst capability to deliver the next iteration of the CRIM. (Nov-Dec 2022)</li> </ul>																
<b>Next Steps</b> <ul style="list-style-type: none"> <li>Engage ORH in the identification of alternative Outline Options for Change which address the change in project scope. (Oct-Dec 2022)</li> <li>Conduct detailed simulation modelling to assess the impacts of Alternative Duty System Options for Change. (Oct 2022-Aug 2023)</li> <li>Engage with internal partners in the development of Alternative Duty System Options for Change. (Oct 2022-Aug 2023)</li> <li>Populate Business Case and Impact Assessments with sufficient detail to enable selection of the most suitable Alternative Duty System Options for Change for refinement and consultation. (Oct 2022-Aug 2023)</li> <li>Ensure that robust HR and management documentation is in place to support any expansion of the existing DSDS and MSDS.</li> </ul>																
<b>Critical Path</b>																
<b>Gate 0 - INTAKE</b>		<b>Gate 1 - PLANNING</b>		<b>Gate 2 - DELIVERY</b>		<b>Gate 3 - CLOSURE</b>		<b>REALISE VALUE</b>								
<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>					
Dec-19	Dec-19	May-23	tbc	Oct 23 - May 26	tbc	May-26	tbc									
<b>Critical Risk, Issue &amp; Dependencies - S: Schedule   B: Budget   C: Scope   R: Resource</b>																
<b>Dependency ID</b>	<b>Key Inter-Dependency</b>				<b>From (Giver)</b>	<b>To (Receiver)</b>	<b>Category</b>	<b>Due Date (From)</b>	<b>Due Date (To)</b>	<b>Status</b>						
R	Additional GIS capability to support development of CRIM built and natural environment risk layers.				Internal or external means	SDMP	R	30/09/2021	tbc	In progress						
<b>Risk RAG/Score</b>	<b>Top 3 Delivery Risks</b>				<b>Mitigation Plan</b>			<b>Category</b>	<b>Date Identified</b>	<b>Risk Owner</b>	<b>By When</b>					
15	Failure to initiate an appropriate Communications and Engagement Strategy.				Develop and deliver a Communication and Engagement Plan which aligns change proposals with strategic timescales and objectives.			S&R	30/05/2019	Paul Anderson	Q3 2022-23					
16	Failure to meet SDMP outcomes, timelines and requirements aligned to budgetary forecasting. This could be due to lack of project resources.				Revise SDMP and SAR Project timelines and milestones to address the strategic requirement for a change in project scope. Secure additional GIS capability.			S&R	30/08/2019	Andy Girrity	Q2 2022-23					
<b>Issue Impact</b>	<b>Top 3 Delivery Issues</b>				<b>Corrective Action</b>			<b>Category</b>	<b>Date Identified</b>	<b>Issue Owner</b>	<b>By When</b>					
15	Inadequate time to consult and formally select Refined Options for Change.				Revise SDMP and SAR Project timelines and milestones to address the strategic requirement for a change in project scope.			S	05/01/2019	Andy Girrity	Q2 2022-23					
<b>Financial &amp; Benefit Tracking</b>																
<b>Financial Tracking</b>						<b>Benefit Tracking</b>										
<b>Planned Budget</b>		<b>Forecast</b>		<b>Actual</b>		<b>Planned</b>		<b>Forecast</b>	<b>Actual</b>	<b>Remaining</b>	<b>Due</b>					
<b>Capex</b>	£	-	<b>Capex</b>	£	-	<b>Capex</b>	£	<b>Cashable</b>	TBC							
<b>Revex</b>			<b>Revex</b>			<b>Revex</b>		<b>Non-Cashable</b>	TBC							
<b>Total</b>			<b>Total</b>			<b>Total</b>		<b># Benefits</b>	TBC							

# PROJECT HIGHLIGHT REPORT

<b>Project Name</b>	Station Appliance Review (SDMP)		<b>SRO</b>	ACO David Lockhart (T)	<b>Project Manager</b>	GC Mark Loynd	<b>Project Start Date</b>	05/01/2019	<b>Original Project End Date</b>	Phase 2 June 2021	<b>Base Rev</b>					
<b>Strategic Outcome Alignment</b>	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	<b>Revised Project End Date</b>			Phase 2 July 23	<b>Base Rev 4</b>						
<b>Project Update</b>						<b>Project Governance &amp; Mgmt. Control</b>										
<ul style="list-style-type: none"> <li>A revised SDMP timeline has been proposed and, to date, has been approved by the SDMP Board and SMB. This timeline will be presented to SLT for final approval on 5 October 2022.</li> <li>New SAR Project milestones will be presented in a revised draft of the SAR Project dossier for formal governance and approval. These will address the failure to deliver current milestones which is largely due to strategic requirements for a change in project scope.</li> <li>The contracted resource modelling specialist, ORH, has completed detailed simulation modelling of options relating to a specific change scenario. Results were presented at the SFRS Board Development Day on 31 September 2022.</li> <li>ORH is beginning to identify alternative Outline Options for Change which address current strategic requirements and the associated change in project scope.</li> <li>The SDMP Business Case and Impact Assessment documentation is being expanded to incorporate incident data relating to the COVID-19 pandemic period (1 April 2020 to 31 March 2022).</li> </ul>						<b>Current Period Delivery Trend</b>	→	<b>Business Case</b>		<b>Project Dossier</b>		<b>Risk Register</b>		<b>Project Stage</b>		
						<b>Last Period Delivery Trend</b>	→		✓	✓	<b>DEVELOP / BUILD</b>					
						<b>Project Performance</b>	<b>Overall Health</b>	A	<b>Time</b>	R	<b>Cost</b>	G	<b>Quality</b>	G	<b>Skills &amp; Resource</b>	A
							<b>Significant Milestone Forecast</b>	<b>Progress</b>	<b>Status</b>	<b>Planned</b>	<b>LTF</b>					
						<i>Provide Refined Station and Appliance Change Options.</i>		75-100%	In Progress	Aug 2022	Milestone being revised					
						<i>Conduct a formal public consultation on the "Refined Duty System Change Options".</i>		0%	Future Task	June 2021 to Sept 2022	Milestone being revised					
						<Milestone3>										
						<Milestone4>										
						<Milestone5>										
						<Milestone6>										
<Milestone7>																
<Milestone8>																
<Milestone9>																
<b>Pathway to Green / Next steps</b>																
<b>Pathway to Green</b> <ul style="list-style-type: none"> <li>Obtain formal approval for revised SAR Project timeline and milestones to reflect the strategic requirement for a change in the project scope. (Nov 2022)</li> <li>Secure additional GIS Analyst capability to deliver the next iteration of the CRIM. (Oct-Dec 2022)</li> </ul> <b>Next Steps</b> <ul style="list-style-type: none"> <li>Engage ORH in the identification of alternative Outline Options for Change which address the change in project scope. (Oct-Dec 2022)</li> <li>Conduct detailed simulation modelling to assess the impacts of Station and Appliance Options for Change. (Oct 2022-Aug 2023)</li> <li>Engage with internal partners in the development of Station and Appliance Options for Change. (Oct 2022-Aug 2023)</li> <li>Populate Business Case and Impact Assessments with sufficient detail to enable selection of the most suitable Station and Appliance Options for Change for refinement and consultation. (Oct 2022-Aug 2023)</li> </ul>																
<b>Critical Path</b>																
<b>Gate 0 - INTAKE</b>		<b>Gate 1 - PLANNING</b>			<b>Gate 2 - DELIVERY</b>			<b>Gate 3 - CLOSURE</b>		<b>REALISE VALUE</b>						
<b>Planned</b>		<b>Actual</b>		<b>Planned</b>		<b>Actual</b>		<b>Planned</b>		<b>Actual</b>						
Dec-19		Dec-19		May-23		tbc		Oct 23 - May 26		tbc						
<b>Critical Risk, Issue &amp; Dependencies - S: Schedule   B: Budget   C: Scope   R: Resource</b>																
<b>Dependency ID</b>	<b>Key Inter-Dependency</b>					<b>From (Giver)</b>	<b>To (Receiver)</b>	<b>Category</b>	<b>Due Date (From)</b>	<b>Due Date (To)</b>	<b>Status</b>					
R	Additional GIS capability to support development of the CRIM built and natural environment risk layers.					Internal or external means	SDMP	R	30/09/2021	tbc	In progress					
<b>Risk RAG/Score</b>	<b>Top 3 Delivery Risks</b>				<b>Mitigation Plan</b>			<b>Category</b>	<b>Date Identified</b>	<b>Risk Owner</b>	<b>By When</b>					
15	Failure to initiate an appropriate Communications and Engagement Strategy.				Develop and deliver a Communication and Engagement Plan which aligns change proposals with strategic timescales and objectives.			S&R	30/05/2019	Paul Anderson	Q3 2022-23					
16	Failure to meet SDMP outcomes, timelines and requirements aligned to budgetary forecasting. This could be due to lack of project resources.				Revise SDMP and SAR Project timelines and milestones to address the strategic requirement for a change in project scope. Secure additional GIS capability.			S&R	30/08/2019	Andy Girrity	Q2 2022-23					
<b>Issue Impact</b>	<b>Top 3 Delivery Issues</b>				<b>Corrective Action</b>			<b>Category</b>	<b>Date Identified</b>	<b>Issue Owner</b>	<b>By When</b>					
15	Inadequate time to consult and formally select Refined Options for Change.				Revise SDMP and SAR Project timelines and milestones to address the strategic requirement for a change in project scope.			S	05/01/2019	Andy Girrity	Q2 2022-23					
<b>Financial &amp; Benefit Tracking</b>																
<b>Financial Tracking</b>						<b>Benefit Tracking</b>										
<b>Planned Budget</b>		<b>Forecast</b>		<b>Actual</b>		<b>Planned</b>		<b>Forecast</b>	<b>Actual</b>	<b>Remaining</b>	<b>Due</b>					
<b>Capex</b>	£	<b>Capex</b>	£	<b>Capex</b>	£	<b>Cashable</b>	TBC									
<b>Revex</b>		<b>Revex</b>		<b>Revex</b>		<b>Non-Cashable</b>	TBC									
<b>Total</b>		<b>Total</b>		<b>Total</b>		<b># Benefits</b>	TBC									



## PROJECT HIGHLIGHT REPORT

<b>Project Name</b>	Community Risk Index Model (SDMP)		<b>SRO</b>	ACO David Lockhart (T)	<b>Project Manager</b>	AC Andy Girty	<b>Project Start Date</b>	30/05/2019	<b>Original Project End Date</b>	28/02/2020	<b>Base Rev</b>			
<b>Strategic Outcome Alignment</b>	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	<b>Revised Project End Date</b>		30/07/2023	Base Rev 4					
<b>Project Update</b>						<b>Project Governance &amp; Mgmt. Control</b>								
<p>Producing specification for GIS consultancy requirements. Option being considered due to failure to appoint senior GIS analyst on short term contract. Expertise is essential for producing built and natural environment risks layers within CRIM.</p> <p>Ongoing discussions with ICT colleagues regarding Senior Data Analyst and GIS Officer access to systems and data critical to building and maintaining the CRIM.</p> <p>Proposed arrangements include allocation of some system administrator rights to CRIM team. This would support self sufficiency and expedite CRIM development. In addition to this, a large capacity desktop (LCD) is being sourced by ICT, this will provide the necessary computing capacity to refresh and run the CRIM risk metric independently.</p> <p>A revised CRIM timeline has been proposed and to date has been approved at SDMP Board and SMB. Timeline will be presented to SLT for final approval on 5th October. This will align with overarching SDMP timeline,</p> <ol style="list-style-type: none"> <li>CRIM development Phase concludes September 2023</li> <li>CRIM supports transition to programme end, October 2023-March 2024</li> </ol> <p>If the new timeline is approved, CRIM project dossier milestones will be refreshed, this will inform realignment of delivery dates and support accurate reporting moving forward.</p>						<b>Current Period Delivery Trend</b>		→	<b>Business Case</b>	Project Dossier	Risk Register	Project Stage		
						<b>Last Period Delivery Trend</b>		→	✓	✓	✓	DEVELOP / BUILD		
						<b>Project Performance</b>		<b>Overall Health</b>		A	A	G	G	R
								<b>Time</b>	<b>Cost</b>	<b>Quality</b>	<b>Skills &amp; Resource</b>			
						<b>Significant Milestone Forecast</b>		<b>Progress</b>	<b>Status</b>	<b>Planned</b>	<b>LTF</b>			
Development of CRIM including addition of both built and natural environment risk layers.		25-50%	In Progress	May 2021 to January 2022	Q3 2022-23									
Complete arrangements to allow SFRS to produce CRIM risk metric independently		50-75%	In Progress	June 2021 to Sept 2021	Q2 2022-23									
Re evaluation of Timeline		75-100%	In Progress	Sept 2022- October 2022	Q2 2022-23									
<Milestone4>														
<Milestone5>														
<Milestone6>														
<Milestone7>														
<Milestone8>														
<Milestone9>														
<b>Pathway to Green / Next steps</b>						<Milestone9>								
Confirm and test internal arrangements for running CRIM code independently. This includes provision of LCD (Q2 2022-23)						<Milestone6>								
Receive CRIM code programming training from Nottingham University. (Q2 2022-23)						<Milestone7>								
Revised/extended programme timeline that will provide sufficient time for appropriate CRIM development. ( Q2 2022-23)						<Milestone8>								
<Milestone9>														
<b>Critical Path</b>														
<b>Gate 0 - INTAKE</b>			<b>Gate 1 - PLANNING</b>			<b>Gate 2 - DELIVERY</b>			<b>Gate 3 - CLOSURE</b>		<b>REALISE VALUE</b>			
<b>Planned</b>		<b>Actual</b>	<b>Planned</b>		<b>Actual</b>	<b>Planned</b>		<b>Actual</b>	<b>Planned</b>	<b>Actual</b>				
Dec-19		Dec-19	May-23		tbc	Oct 23 - May 26		tbc	May-26	tbc				
<b>Critical Risk, Issue &amp; Dependencies - S: Schedule  B: Budget   C: Scope   R: Resource</b>														
<b>Dependency ID</b>	<b>Key Inter-Dependency</b>					<b>From (Giver)</b>	<b>To (Receiver)</b>	<b>Category</b>	<b>Due Date (From)</b>	<b>Due Date (To)</b>	<b>Status</b>			
R	Securing necessary access to ICT systems and software critical to developing and maintaining the CRIM					ICT	SDMP	R	May-21	Jan-22	In progress			
R	Additional GIS capability to support development of CRIM built and natural environment risk layers					Internal or external means	SDMP	R	Sep-21	Q3 2022-23	In progress			
<b>Risk RAG/Score</b>	<b>Top 3 Delivery Risks</b>				<b>Mitigation Plan</b>			<b>Category</b>	<b>Date Identified</b>	<b>Risk Owner</b>	<b>By When</b>			
15	Failure to initiate an appropriate Communications and Engagement Strategy.				Develop a Communication and Engagement Plan			R	30/05/2019	Paul Anderson	Q3 2022-23			
16	Failure to meet SDMP outcomes, timelines and requirements aligned to budgetary forecasting. This could be due to lack of project resources.				Review of timelines, secure additional GIS capability			R	30/08/2019	Andy Girty	Q2 2022-23			
<b>Issue Impact</b>	<b>Top 3 Delivery Issues</b>				<b>Corrective Action</b>			<b>Category</b>	<b>Date Identified</b>	<b>Issue Owner</b>	<b>By When</b>			
16	Securing additional GIS capability to develop CRIM built environment layers				Ongoing discussions regarding recruitment options			R	30/09/2021	Damien Griffith	Q3 2022-23			
8	Securing appropriate ICT hardware or software that will support independent development and maintenance of the CRIM				This being supported by ICT who will provide access to the relevant software programmes whilst providing sufficient computing capacity through a dedicated desktop/laptop (tbc).			R	30/09/2021	Damien Griffith	Q3 2022-23			
<b>Financial &amp; Benefit Tracking</b>														
<b>Financial Tracking</b>						<b>Benefit Tracking</b>								
<b>Planned Budget</b>			<b>Forecast</b>			<b>Actual</b>			<b>Planned</b>		<b>Forecast</b>	<b>Actual</b>	<b>Remaining</b>	<b>Due</b>
<b>Capex</b>	£	-	<b>Capex</b>	£	-	<b>Capex</b>	£	-	<b>Cashable</b>	TBC				
<b>Revex</b>	TBC		<b>Revex</b>	TBC		<b>Revex</b>	TBC		<b>Non-Cashable</b>	TBC				
<b>Total</b>	TBC		<b>Total</b>	TBC		<b>Total</b>	TBC		<b># Benefits</b>	TBC				

# PROJECT HIGHLIGHT REPORT

Project Name		Rostering (PTFAS)		SRO	AC Jason Sharp	Project Manager	Sebastian O'Dell	Project Start Date	01/01/2022	Original Project End Date	01/04/2024	Base Rev			
Strategic Outcome Alignment		Outcome 4	Outcome 5	Outcome 6	Outcome 4	Outcome 5	Revised Project End Date			31/10/2025	Base Rev 1				
Project Update							Project Governance & Mgmt. Control								
1) Information gathering is ongoing and information gained from workshops, engagement sessions, supplier sessions and additional meetings are all starting to feed into the Statement of Requirements and Business Case draft documents. 2) A User Intelligence Group (UIG) is being created to work towards the next phase of procurement. 3) Preparation is underway for a likely DSSS audit, triage assessment to be completed and submitted to Digital Assurance Office 4) Programme Board agreed that extension of existing licences to ensure coverage of existing On Call and Rostering solutions is required. Being progressed with Procurement. 5) Onboarding Client Side Partner to support project deliverables including DSSS audit process							Current Period Delivery Trend		<input type="checkbox"/>	Business Case	Project Dossier	Risk Register	Project Stage		
							Last Period Delivery Trend		<input checked="" type="checkbox"/>	X	X	✓	INITIATE		
							Project Performance		Overall Health		G	G	G	G	A
									Time		G	G	G	G	A
							Cost		G	G	G	G	A		
							Quality		G	G	G	G	A		
							Skills & Resource		G	G	G	G	A		
							Significant Milestone Forecast			Progress	Status	Planned	LTF		
							Formation of UIG			75-100%	In Progress	15-Sep-22	dd/mm/yyyy		
							Draft Business Case			0-25%	In Progress	31-Dec-22	dd/mm/yyyy		
Draft Statement of Requirements			0-25%	In Progress	31-Dec-22	dd/mm/yyyy									
Additional project resource onboarding			75-100%	In Progress	01-Nov-22	dd/mm/yyyy									
Procurement preparation			0-25%	In Progress	28-Feb-23	dd/mm/yyyy									
Pathway to Green / Next steps															
<ul style="list-style-type: none"> <li>Confirmation of additional resources to support the creation of an expanded project team.</li> <li>Utilising operational staff and PTFAS programme SME's as an interim measure until the full project team is in place.</li> <li>Detailed analysis of information gathered to start forming the statement of requirements.</li> </ul>															
Critical Path															
Gate 0 - INTAKE			Gate 1 - PLANNING			Gate 2 - DELIVERY		Gate 3 - CLOSURE		REALISE VALUE					
Planned		Actual	Planned		Actual	Planned	Actual	Planned	Actual	Planned	Actual				
01 January 2022			31 December 2022			01 March 2025		01 October 2025							
Critical Risk, Issue & Dependencies - S: Schedule   B: Budget   C: Scope   R: Resource															
Dependency ID	Key Inter-Dependency					From (Giver)	To (Receiver)	Category	Due Date (From)	Due Date (To)	Status				
D01	Future duty system patterns					SDMP	Rostering	C	01/06/2022	31/01/2023	Open				
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan			Category	Date Identified	Risk Owner	By When				
9	Kronos Licence issues for SFRS				Identify dependencies, stakeholders and fully engage			C	24-Mar-22	AC Jason Sharp	30/10/2022				
6	Resourcing the Project with unformed subject matter experts				Rebaseline project if delay will impact initiation stage			R	24-Mar-22	AC Jason Sharp	30/10/2022				
6	Resourcing the Project from within Central Staffing				Identify dependencies, stakeholders and fully engage			C	24-Mar-22	AC Jason Sharp	30/10/2022				
Issue Impact	Top 3 Delivery Issues				Corrective Action			Category	Date Identified	Issue Owner	By When				
15	Delay of onboarding project WC position				Change pool of resources to next level down			R	01-May	AC Jason Sharp	01/10/2022				
Financial & Benefit Tracking															
Planned Budget			Financial Tracking			Benefit Tracking									
			Forecast			Actual			Planned						
Capex	£	TBC	Capex	£	TBC	Capex	£	TBC	Cashable	TBC					
Revox	£	-	Revox	£	-	Revox	£	-	Non-Cashable	TBC					
Total	£	-	Total	£	-	Total	£	-	# Benefits	TBC					
			Forecast			Actual			Remaining						
									Due						

## PROJECT HIGHLIGHT REPORT

Project Name		People, Payroll, Finance & Training (PPFT)		SRO	Lyndsey Gaja	Project Manager	Meg Graham	Project Start Date	01/04/2021	Original Project End Date	01/04/2024	Base Rev											
Strategic Outcome Alignment		Outcome 3	Outcome 5	Outcome 6				Revised Project End Date		03/10/2026	Base Rev 1												
Project Update							Project Governance & Mgmt. Control																
<ul style="list-style-type: none"> <li>Time Health - A revised project plan has been created to account for the SG Shared Service 'onboarding' assessment, and presented to the Project Board. The impact of this work has moved out the critical milestones for SG TAF gateway and ITT. Action to re- baseline subject to Board approval</li> <li>Skills and Resource Health - Resources continue to be onboarded to Project team. Recruitment of resource from L&amp;D is underway.</li> <li>Overall Health - Additional scope of works for the Project DSSS Scottish Government x 4 assessments and the SG TAF assessment action plan work has impacted on the overall plan and key milestones, understanding affordability with SG Shared services and suppliers. Work is progressing on the team and a revised plan has been proposed to the PPFT Project board. Some of the additional work for the SG Assurance Gateways will be supported by Moore Insight, the new Client Side Partner.</li> <li>Cost set to amber to indicate cost of future solutions in light of Resource Spending review. Project is on budget in current financial year.</li> </ul>							Current Period Delivery Trend	□	Business Case	Project Dossier	Risk Register	Project Stage											
							Last Period Delivery Trend	→	✓	X	✓	INITIATE											
							Project Performance	A	A	A	G	G											
Pathway to Green / Next steps							Significant Milestone Forecast		Progress	Status	Planned	LTF											
<ul style="list-style-type: none"> <li>Rebaseline Project Plan with effort and resource for SG Shared Service options appraisal and assessment and DSSS assessments included</li> <li>Prepare and confirm the Requirements and delivery plan for additional TSA, scope of works</li> <li>Continue to onboard resources and new Client side partner to support workload for SG Assurance Gateways and ITT.</li> <li>Affordability of new solution to be agreed by SRO and Director of finance to incorporate in ITT.</li> <li>Sign new contract with MHR to avoid additional and excessive costs as contract expires in Oct '23.</li> <li>Determine the feasibility and solution for SG Shared Services Oracle ERP estimated to be Nov '22.</li> <li>Onboarding and breakdown for 6 months effort from Moore Insight team during October and build into the Project plan.</li> </ul>							Consolidated Requirements for ERP		75-100%	Complete	15-Sep												
							ITT schedules (43 schedules to publish)		0-25%	In Progress	15-Nov	01-Feb											
							Scottish Government DAO Assurance Gate DSSS		50-75%	In Progress	22-Sep	01-Dec											
							Data Strategy		50-75%	In Progress	26-Oct												
							Client Side Partner Onboarding		50-75%	In Progress	14-Oct												
Critical Path																							
Gate TAF - BUS JUSTIFICATION		Gate DSSS - Design			Gate TAF - Pre-PROCUREMENT			Gate 3 - CLOSURE		REALISE VALUE													
Planned		Actual		Planned		Actual		Planned		Actual													
17-Feb		24-Feb		04-Dec		21-Feb																	
Critical Risk, Issue & Dependencies - S: Schedule  B: Budget   C: Scope   R: Resource																							
Dependency ID	Key Inter-Dependency					From (Giver)	To (Receiver)	Category	Due Date (From)	Due Date (To)	Status												
R	Legal Contracts from Harper McLeod					Harper McLeod	SFRS Legal & Procurement	R	30/09/2022		In progress												
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan			Category	Date Identified	Risk Owner	By When												
12	There is a Risk of increased contractual costs with existing suppliers, should there not be a definitive contractual agreement in place, and increasing as the Project progresses through different phases of the Project Lifecycle				Early discussions with existing suppliers have progressed. Outstanding agreement with Midland HR for litrent, following their recent proposal 28/7. Negotiations are in progress and progressing with Procurement and Head of Finance.			B	Oct-21	Lynne McGeough	Oct-22												
16	There is a risk regarding affordability of the new solution that may result in a system that does not meet the business needs and requirements.				Escalation to Programme Board. Agreement to continue with the Project, however ensure clear demonstration of cashable benefits throughout the business case and project documentation.			B	Jan-22	Lynne McGeogh	Oct-22												
Issue Impact	Top 3 Delivery Issues				Corrective Action			Category	Date Identified	Issue Owner	By When												
20	SFRS has proposed that the project ascertain the option to be included as part of SG Shared service Oracle ERP as part of the affordability and cost efficiency organisational drivers. This option has impacted on the original procurement milestones. Legal contract activity and SG TAF assurance gateway.				Work is underway with SG Shared services, with plans to arrange workshops with POD, Finance, Payroll and Training directorates to assess the extent of a Shared Service 'fit' for SFRS. Review of the current plan and milestones is progressing to determine the Procurement & Legal impact, review the project delivery milestones and overall impact assessment. Following these, the plan will be issued and agreement to re-baseline.			S	01-Aug	Paul McGovern	Nov-22												
Financial & Benefit Tracking																							
Planned Budget				Forecast				Actual				Benefit Tracking											
Capex		£ TBC		Capex		£ TBC		Capex		£ TBC		Cashable		TBC		Forecast		Actual		Remaining		Due	
Revex				Revex				Revex				Non-Cashable		TBC									
Total				Total				Total				# Benefits		TBC									

## PROJECT HIGHLIGHT REPORT

Project Name		West Arc		SRO	Acting Director of Asset Ma.	agrrProjects/Manag/kr	John Gillies	Project Start Date	30/08/2020	Original Project End Date	30/07/2023	Base Rev		
Strategic Outcome Alignment		Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Revised Project End Date			31/07/2023	Base Rev 6			
Project Update							Project Governance & Mgmt. Control							
<p><b>Overall Health:</b> Construction works continue to progress well on site with contractual / financial discussions also continuing. <b>Time:</b> While the contractor is currently identifying a 5 day delay to the construction programme (issues with cladding contractor), the planned completion date remains at 14th March, some 10 weeks within agreed SFRS programme. <b>Cost:</b> Cost Report 6 identifies a projected final account of £13.642m incorporating separately funded works. <b>Quality:</b> Assessment of the contractor's proposals against Client Scope requirements continue. <b>Skills &amp; Resource:</b> Building Warrant submissions continue to be processed, no issues envisaged. <b>Milestones:</b> Works progressing well on site. Floor slabs completed with roofing in place and external cladding being progressed. <b>Issues:</b> no new issues have been identified in this period. <b>Risk:</b> 1 new risk associated with ICT equipment lead-in times has been identified during this period.</p>							Current Period Delivery Trend	→	Business Case	Project Dossier	Risk Register	Project Stage		
							Last Period Delivery Trend	→	✓	✓	✓	DEVELOP / BUILD		
							Project Performance	Overall Health	G	G	G	G	G	
								Time	G	G	G	G	G	
							Significant Milestone Forecast			Progress	Status	Planned	LTF	
Super Structure			100%	Complete	30-Aug									
External envelope			75-100%	In Progress	30-Nov									
Floor slabs			100%	Complete	30-Sep									
Internal fit out			0-25%	In Progress	28-Feb									
Utilities live to building			0-25%	In Progress	30-Nov									
External works			0-25%	In Progress	28-Feb									
Testing and commissioning			0%	Future Task	14-Mar									
Completion of works			0%	Future Task	14-Mar									
Gateway review 4 - ready for service			0%	Future Task	30-Apr									
Pathway to Green / Next steps														
Current assessment identifies all categories in green. We continue to monitor and manage these works. The accepted programme indicates practical completion in March 2023 this is in advance of the agreed SFRS programme.														
Critical Path														
Gate 0 - INTAKE			Gate 1 - PLANNING			Gate 2 - DELIVERY			Gate 3 - CLOSURE			REALISE VALUE		
Planned		Actual	Planned		Actual	Planned		Actual	Planned		Actual	Planned	Actual	
Critical Risk, Issue & Dependencies - S: Schedule   B: Budget   C: Scope   R: Resource														
Dependency ID	Key Inter-Dependency					From (Giver)	To (Receiver)	Category	Due Date (From)	Due Date (To)	Status			
S, B, C, R								S, B, C, R	dd/mm/yyyy					
Risk RAG/Score	Top 3 Delivery Risks				Mitigation Plan				Category	Date Identified	Risk Owner	By When		
12	Financial: Impact of external influences such as BREXIT, Ukrainian implications on the progress of the works.				Early discussions with the contractor to allow for early placing of orders. <a href="#">etc.as</a> considered appropriate.				S, B, C, R	01/08/2020	John Gillies			
12	Financial There is a risk that project costs era returned in excess of approved level.				Regular review and reporting of estimated project costs.				S, B, C, R	01/08/2020	John Gillies			
4	Operational: consideration of existing site wide services infrastructure, with possible damage due to West ARC works.				Radar surveys undertaken, with hand digs required on any / all pits within services areas.				S, B, C, R	01/03/2021	John Gillies			
Issue Impact	Top 3 Delivery Issues				Corrective Action				Category	Date Identified	Issue Owner			
Medium	Estimated cost of workshop equipment in excess of identified budget.				Full review of equipment requirements carried out including site visits.				S, B, C, R	10/08/2021	John Gillies			
Medium	Goe-politics and inflationary rises that are out with our control				Financial and programme implications being assessed. Early warnings for additional costs continue to be received.				S, B, C, R	03/03/2022	John Gillies			
Low	MCLH's Roofing/ Cladding sub-contractor indicating financial difficulties				MCLH have appointed a new Roofing / Cladding contractor and now have ownership of all necessary materials and assessment of works.					28/07/2022	John Gillies			
Financial & Benefit Tracking														
Planned Budget			Forecast			Actual			Planned			Benefit Tracking		
Capex	£	-	Capex	£	-	Capex	£	-	Cashable	TBC				
Revex	£	-	Revex	£	-	Revex	£	-	Non-Cashable	TBC				
Total	£	-	Total	£	-	Total	£	-	# Benefits	TBC				

## PROJECT HIGHLIGHT REPORT

<b>Project Name</b>	McDonald Road Redevelopment_Museum of Fire		<b>SRO</b>	Acting Director of Asset Management Iain Morris		<b>Project Manager</b>	Cindy Cheong & Andrew Anderson		<b>Project Start Date</b>	04/01/2017	<b>Original Project End Date</b>	03/01/2022	<b>Base Rev</b>				
<b>Strategic Outcome Alignment</b>	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	<b>Revised Project End Date</b>								07/10/2022	<b>Base Rev 6</b>		
<b>Project Update</b>						<b>Project Governance &amp; Mgmt. Control</b>											
Main works (snagging, defects): Robertson Construction have been progressing with the defects work after meeting with PE on 21st July 2022.						<b>Current Period Delivery Trend</b>	→	<b>Business Case</b>	<b>Project Dossier</b>	<b>Risk Register</b>	<b>Project Stage</b>						
Post contract: Progressing but slow. RFM contract staff has left and now waiting for a replacement.						<b>Last Period Delivery Trend</b>	→	✓	✓	✓	<b>DEVELOP / BUILD</b>						
Museum works: Museum Gallery Partial Procession on 25th August 2022 (subject to dehumidifier solution). Practical Completion scheduled for 07th October 2022 including the reception area.						<b>Project Performance</b>	<b>Overall Health</b>	<b>Time</b>	<b>Cost</b>	<b>Quality</b>	<b>Skills &amp; Resource</b>						
							A	A	A	G	A						
<b>Significant Milestone Forecast</b>						<b>Progress</b>	<b>Status</b>	<b>Planned</b>	<b>LTF</b>								
McDonald Road Museum						75-100%	In Progress	30-Sep-22	07-Oct-22								
<Milestone2>						75-100%	In Progress										
<Milestone3>						50-75%	In Progress										
<Milestone4>						25-50%	In Progress										
<Milestone5>						0-25%	In Progress										
<Milestone6>						0%	Future Task										
<Milestone7>																	
<Milestone8>																	
<Milestone9>																	
<b>Pathway to Green / Next steps</b>																	
Main Building cost: Pick Everard PMQS 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.																	
<b>Critical Path</b>																	
<b>Gate 0 - INTAKE</b>		<b>Gate 1 - PLANNING</b>				<b>Gate 2 - DELIVERY</b>				<b>Gate 3 - CLOSURE</b>				<b>REALISE VALUE</b>			
Planned		Actual		Planned		Actual		Planned		Actual		Planned		Actual			
						Mar-22		Sep-22		Oct-22		bc					
<b>Critical Risk, Issue &amp; Dependencies - S: Schedule   B: Budget   C: Scope   R: Resource</b>																	
<b>Dependency ID</b>	<b>Key Inter-Dependency</b>						<b>From (Giver)</b>	<b>To (Receiver)</b>	<b>Category</b>	<b>Due Date (From)</b>	<b>Due Date (To)</b>	<b>Status</b>					
S, B, C, R	Manufacturer delivery						Contractor Elmwood Projects	MacRoad	S, B, C, R	01/04/2022	07/10/2022	Progressing 90% complete					
<b>Risk RAG/Score</b>	<b>Top 3 Delivery Risks</b>					<b>Mitigation Plan</b>			<b>Category</b>	<b>Date Identified</b>	<b>Risk Owner</b>	<b>By When</b>					
<Score & RAG>																	
<b>Issue Impact</b>	<b>Top 3 Delivery Issues</b>					<b>Corrective Action</b>			<b>Category</b>	<b>Date Identified</b>	<b>Issue Owner</b>	<b>By When</b>					
<Score & RAG>	Cladding contractor					Robertson Construction to engage another sub-contractor to complete the snagging			S,B,C,R	13/05/2022	Robertson Contractors	31/10/2022 91% completed					
<b>Financial &amp; Benefit Tracking</b>																	
<b>Financial Tracking</b>						<b>Benefit Tracking</b>											
<b>Planned Budget</b>			<b>Forecast</b>			<b>Actual</b>			<b>Planned</b>			<b>Forecast</b>			<b>Actual</b>	<b>Remaining</b>	<b>Due</b>
Capex	£	-	Capex	£	-	Capex	£	-	Cashable	TBC							
Revenx	£	-	Revenx	£	-	Revenx	£	-	Non-Cashable	TBC							
<b>Total</b>	£	-	<b>Total</b>	£	-	<b>Total</b>	£	-	<b># Benefits</b>	TBC							

## PROJECT HIGHLIGHT REPORT V0.5

<b>Project Name</b>	Low Carbon Appliance		<b>SRO</b>	Stewart Nicholson	<b>Project Manager</b>	Paul Robertson	<b>Project Start Date</b>	01/04/2020	<b>Original Project End Date</b>	Q1 2024	<b>Base Rev</b>				
<b>Strategic Outcome Alignment</b>	Outcome 3	Outcome 4					<b>Revised Project End Date</b>				<b>Base Rev 1</b>				
<b>Project Update</b>						<b>Project Governance &amp; Mgmt. Control</b>									
<p>Eone indicate the build is on schedule and road testing has commenced. Meeting with SWARCO completed and full update on infrastructure timeline should be presented at board meeting 15.09.2022 PR suggested bringing 25KW charger (Internal appliance bay facility) forward in the installation plan to ensure minimum standard of infrastructure is achieved for the delivery of the appliance into service. SWARCO advised this is easily achievable, full details of timeline to be presented. Initial discussions on benefits and success criteria have been held, further meetings required as diary conflicts have prevented this work being completed.</p>						<b>Current Period Delivery Trend</b>	<input type="checkbox"/>	<b>Business Case</b>	<input type="checkbox"/>	<b>Project Dossier</b>	<input checked="" type="checkbox"/>	<b>Risk Register</b>	<input checked="" type="checkbox"/>	<b>Project Stage</b>	INITIATE
						<b>Last Period Delivery Trend</b>	<input type="checkbox"/>	<b>Time</b>	<input checked="" type="checkbox"/>	<b>Cost</b>	<input checked="" type="checkbox"/>	<b>Quality</b>	<input checked="" type="checkbox"/>	<b>Skills &amp; Resource</b>	
						<b>Project Performance</b>	<b>Overall Health</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>	<b>G</b>		
<b>Pathway to Green / Next steps</b>						<b>Significant Milestone Forecast</b>			<b>Progress</b>	<b>Status</b>	<b>Planned</b>	<b>LTF</b>			
<p>Next steps - September to October period - Workshop to finalise benefits and success criteria and also look at introduction to service and training requirements to be scheduled. Again busy diaries are making scheduling difficult and so commitment to the service is essential for detailed plans to be presented to the board. LCA will attend ESS 21/22 September, this will be supported by SFRS staff and partners. Look to schedule end user engagement session focused on Infrastructure Q&amp;A and end user consultation on the process with SWARCO.</p>						<i>Commission charging infrastructure</i>		0-25%	In Progress	01-Jul					
						<i>SME Workshops</i>		0-25%	In Progress	01-Nov					
						<i>Build complete and delivery to SFRS</i>		50-75%	In Progress	01-Nov					
						<i>Training and familiarisation commences</i>		0%	Future Task	01-Nov					
<b>Critical Path</b>															
<b>Gate 0 - INTAKE</b>		<b>Gate 1 - PLANNING</b>		<b>Gate 2 - DELIVERY</b>		<b>Gate 3 - CLOSURE</b>		<b>REALISE VALUE</b>							
<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>	<b>Planned</b>	<b>Actual</b>						
					on target		Q1 2024								
<b>Critical Risk, Issue &amp; Dependencies - S: Schedule   B: Budget   C: Scope   R: Resource</b>															
<b>Dependency ID</b>	<b>Key Inter-Dependency</b>				<b>From (Giver)</b>		<b>To (Receiver)</b>		<b>Category</b>	<b>Due Date (From)</b>	<b>Due Date (To)</b>	<b>Status</b>			
S	Infrastructure supply from third party				SWARCO		SFRS		S						
B	Budget supply from third party				Scottish Government		SFRS		B						
<b>Risk RAG/Score</b>	<b>Top 3 Delivery Risks</b>			<b>Mitigation Plan</b>			<b>Category</b>	<b>Date Identified</b>	<b>Risk Owner</b>	<b>By When</b>					
12	Reputation			See RAID for full details			R								
9	Infrastructure			See RAID for full details			S								
9	COVID 19			See RAID for full details			S								
<b>Issue Impact</b>	<b>Top 3 Delivery Issues</b>			<b>Corrective Action</b>			<b>Category</b>	<b>Date Identified</b>	<b>Issue Owner</b>	<b>By When</b>					
							R								
<b>Financial &amp; Benefit Tracking</b>															
<b>Financial Tracking</b>						<b>Benefit Tracking</b>									
<b>Planned Budget</b>		<b>Forecast</b>		<b>Actual</b>		<b>Planned</b>		<b>Forecast</b>	<b>Actual</b>	<b>Remaining</b>	<b>Due</b>				
<b>Capex</b>		<b>Capex</b>		<b>Capex</b>		<b>Cashable</b>									
<b>Revex</b>		<b>Revex</b>		<b>Revex</b>		<b>Non-Cashable</b>									
<b>Total</b>		<b>Total</b>		<b>Total</b>		<b># Benefits</b>									

## PROJECT HIGHLIGHT REPORT

<b>Project Name</b>	Safe and Well		<b>SRO</b>	DACO Ali Perry	<b>Project Manager</b>	Lynne Gow	<b>Project Start Date</b>	04/01/2018	<b>Original Project End Date</b>	30/04/2022	<b>Base Rev</b>					
<b>Strategic Outcome Alignment</b>	Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	1/4/18 Revised Project End Date			31/08/2022	Base Rev 4						
Project Update						Project Governance & Mgmt. Control										
<p>Safe and Well project pilot evaluation report is underway. Progress continues through P&amp;P projects/business as usual activity. The quality remains red due to the ICT challenges; Partner site and PWA are not yet available (as at 04/10/22) due to ICT resourcing/prioritising challenges. Working with Business Intelligence and Service Improvement to report on data available from pilot and centre for change excellence on project benefits and disbenefits. Options appraisal and implementation plan to be incorporated in the review of HFSV options.</p>						<b>Current Period Delivery Trend</b>	→	<b>Business Case</b>		<b>Project Dossier</b>		<b>Risk Register</b>		<b>Project Stage</b>		
						<b>Last Period Delivery Trend</b>	→	✓	✓	✓	✓	DEVELOP / BUILD				
						<b>Project Performance</b>	<b>Overall Health</b>	A	<b>Time</b>	G	<b>Cost</b>	G	<b>Quality</b>	R	<b>Skills &amp; Resource</b>	G
							<b>Significant Milestone Forecast</b>		<b>Progress</b>	<b>Status</b>	<b>Planned</b>	<b>LTF</b>				
						<i>Paper of options regarding SAW as incorporated into wider P&amp;P HFSV review through Governance route</i>			75-100%	In Progress	19/10/22					
						<i>Evaluation report</i>			25-50%	In Progress	31/10/22					
						<i>Options appraisal</i>			0-25%	Future Task	TBC	dd/mm/yyyy				
						<i>Implementation Plan</i>			0-25%	In Progress	TBC	dd/mm/yyyy				
						Pathway to Green / Next steps						<Milestone5>	0%	In Progress	dd/mm/yyyy	dd/mm/yyyy
						<p>Project requires the Partner site and the PWA applications to be completed and piloted. SAW PM has formed an ICT sub group to provide focus on these elements. ICT report that progress is being made but continue to have resourcing challenges. working with ICT to prioritise outstanding work.</p>						<Milestone6>	0%	In Progress		
<Milestone7>																
<Milestone8>																
<Milestone9>																
Critical Path																
Gate 0 - INTAKE		Gate 1 - PLANNING		Gate 2 - DELIVERY		Gate 3 - CLOSURE		REALISE VALUE								
Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual					
				01-Aug	unknown			tbc								
Critical Risk, Issue & Dependencies - S: Schedule  B: Budget   C: Scope   R: Resource																
<b>Dependency ID</b>	<b>Key Inter-Dependency</b>				<b>From (Giver)</b>	<b>To (Receiver)</b>	<b>Category</b>	<b>Due Date (From)</b>	<b>Due Date (To)</b>	<b>Status</b>						
R	ICT Issues				ICT	Safe & Well	R	06/01/2022	8/31/2022	In Progress						
<b>Risk RAG/Score</b>	<b>Top 3 Delivery Risks</b>				<b>Mitigation Plan</b>			<b>Category</b>	<b>Date Identified</b>	<b>Risk Owner</b>	<b>By When</b>					
15	The Safe and Well ICT partner site outage continues to impact on the ability of partners to sign up to enable referrals to take place.				ICT have indicated this is prioritised			C	06/01/2022	Ali Perry/Lynne Gow						
16	There is a lack of progress with the availability of mobile devices to enable roll out of Safe and Well. Interdependency with in vehicle system solution with no delivery anticipated.				Update required from ICT on timescales. A business case to fund mobile devices for Safe and Well is otherwise required.			S	06/01/2022	Ali Perry/Lynne Gow						
15	Progressive Web Application (software) which enables offline work mode remains unavailable to test.				ICT require to complete testing and make available for piloting			S	06/01/2022	Ali Perry/Lynne Gow						
<b>Issue Impact</b>	<b>Top 3 Delivery Issues</b>				<b>Corrective Action</b>			<b>Category</b>	<b>Date Identified</b>	<b>Issue Owner</b>	<b>By When</b>					
<Score & RAG>																
Financial & Benefit Tracking																
Financial Tracking						Benefit Tracking										
Planned Budget		Forecast		Actual		Planned		Forecast		Actual	Remaining	Due				
Capex	£	-	Capex	£	-	Capex	£	-	Cashable	TBC						
Revex	£	-	Revex	£	-	Revex	£	-	Non-Cashable	TBC						
Total	£	-	Total	£	-	Total	£	-	# Benefits	TBC						



## PROJECT DOSSIER



**SCOTTISH**  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland

<b>PROJECT NAME:</b>	<b>WEB_iHUB DESIGN</b>
<b>PROJECT START DATE:</b>	05/04/2022
<b>PROJECT END DATE:</b>	31/03/2024
<b>PROJECT MANAGER:</b>	Shirley Hartridge
<b>EXECUTIVE LEAD:</b>	Marysia Waters
<b>REVISION NUMBER:</b>	1
<b>REASON FOR REVISION:</b>	
<b>1. BUSINESS NEED - describe why there is a need to undertake the project</b>	
<p>There is a business justification for, and benefit of, investing in a re-design and delivery of the SFRS website and iHub in order to meet user and stakeholder needs and provide standard and sustainable ways of working across the organisation.</p> <p>iHub and the SFRS website iHub was built as a stop gap just under 10 years ago, with the intention of building a fit for purpose intranet in due time. However, SFRS is still operating on this stop gap solution. As a result iHub has accumulated a range of unresolved issues over the years and has become difficult to navigate causing frustration with staff.</p> <p>The SFRS website has recently completed a content migration from Umbraco 4 to Umbraco 7 however, it is in need of a larger overhaul to improve user experience and maintenance. Umbraco 7 will also cease to be supported from September 2023 which will create a security risk and functionality issues.</p> <p>A significant step forward in usability has recently been made, as all employees now can access iHub on their own device via their Microsoft 365 login details, without the need for VPN. This means that operational staff can now access iHub in the field, and neither uniformed nor support staff need to compete over on-premises devices for access to iHub as previously was the case.</p> <p>As a majority of SFRS's 8,000 staff are operational, and do not sit in front of the computer all day, reaching them with information has been a long-standing challenge. This has resulted in an over-reliance on email communication. It was noted in a 2019 internal communications survey that staff felt overwhelmed by the number of emails they received, and that there was a lack of two-way communications or a chance to voice opinions.</p>	
<b>2. SMART PROJECT OBJECTIVES - describe the objectives of the project (what will it do)?</b>	
<p>SFRS has a clear vision and strategy for the organisation including the commitment to be innovative in the use of technology, data and information and change how the organisation works to meet the changing needs of its stakeholders.</p> <p>It is clear from this consultation, that the current website and intranet platforms are providing significant constraints to the ability of the communication and digital teams to present a best practice digital experience to internal and external users.</p> <p>Therefore, to support SFRS in its vision and goals, this project will deliver website and intranet platforms fit for the future, aligned with our vision.</p> <p>The below high-level objectives for the project have been identified:</p> <ul style="list-style-type: none"> <li>• Delivery of a new shared Document Library to serve both the Intranet and Website by 31/03/2023;</li> <li>• Deliver a new Scottish Fire and Rescue Website by 31/08/2023;</li> <li>• Deliver a new Scottish Fire and Rescue Intranet by 30/01/2024;</li> <li>• Decommission of the existing Intranet and Website where applicable by 31/03/2024; and</li> <li>• Ability to measure the performance, health and engagement with the website 31/08/2023</li> </ul>	
<b>3. SCOPE - describe the boundaries of the project</b>	
<p>The project will deliver new content management systems for both the SFRS website and the staff intranet with updated content. The project will be concluded once both new platforms move from a Beta to live site.</p> <p>The project scope includes Project and Stakeholder Communications, Information Gathering and Analysis, Supplier engagement, Change control, Development, Testing, Deployment and Transition.</p> <p>The scope of the project will also include:</p> <ul style="list-style-type: none"> <li>• Design of the document library and both sites, including an information architecture system, page design and templates;</li> <li>• Graphics and photography support will be provided by SFRS' in house team;</li> <li>• Content review and migration to new document library;</li> <li>• Build, test and implementation of the new library and both sites;</li> <li>• Provide knowledge transfer, training and training material for SFRS staff to enable them to upload and edit content, including images, and create new pages;</li> <li>• Creation of meta data guidelines for optimising search functionality in line with industry best practice;</li> <li>• Decommission of the existing Website and Intranet where applicable;</li> <li>• Provision and use of Google analytics reporting;</li> <li>• Ensure the security of data/information, both storage/ sharing and ensure compliance with General Data Protection Regulations; and</li> <li>• Communications and engagement with both SFRS staff and members of the public</li> </ul>	

#### 4. PROJECT APPROACH - describe how the change will be delivered (the who, the what and the how)

The project will follow the standard SFRS Change lifecycle (Ref TAB 0. SFRS LIGHT TOUCH DELIVERY), i.e. Intake, Planning, Delivery, Closure. This will include an agile approach during the delivery phase.

User groups will be convened to provide insights to aid the design of solutions.

This holistic approach to delivery is cyclical and allows the project to respond to change as new requirements and user needs become known. This would include a continuation of the Discovery phase followed by Alpha, Beta and Live phases (with sprinted delivery cycles).

The project will follow the below processes:

1. Understand users and their needs
2. Solve a whole problem for users
3. Design and deliver a joined-up experience
4. Help users succeed first time
5. Make sure everyone can use the service
6. Have a multidisciplinary team
7. Iterate and improve frequently
8. Create a secure service which protects users' privacy
9. Define what success looks like and publish performance data
10. Choose the right tools and technology
11. Make new source code open
12. Use and contribute to shared digital practices, processes, components, standards, patterns and platforms
13. Operate a reliable service
14. Ensure sponsor acceptance

#### 5. ASSUMPTIONS - what have you assumed during the scoping of the project?

It is assumed that following will be available to the project:-

The Project Board will have the necessary level of authority to escalate Project issues to other Directorates or more Senior staff within SFRS as required;  
The Storm report commissioned by SFRS has correctly & sufficiently identified the SFRS requirements;  
SFRS Communications team will be the owners of the product and will be available to work with the Supplier;  
That Directorates will ensure staff are made available to support the project as and when required  
The supplier will complete training & familiarisation regarding the Website and Intranet use and functionality/ updating;  
The SFRS cloud environment that will host the solutions will be AWS;  
That procurement have the necessary resource and capacity availability to meet the needs of the project;  
The Project budget of £300,000 will be available over 2 financial years;  
The SFRS ICT Change Control Procedure will be utilised as required;  
SFRS Design guidelines will be followed where applicable;  
Sufficient hosting capacity and licensing is in place or will be in place where applicable;  
That SFRS will be able to award the contract to a Supplier; and  
That the project will be able to spend a minimum of £50,000 pounds by the end of March 2023.

#### Constraints

The current website is end of life in September 2023, therefore the new website must be in place in advance;  
The project timescale of March 2024 could be impacted due to other competing priorities across the organisation;  
The project must operate within the boundaries of affordability as determined by the project board/executive and the budget of £300,000 is only available over a period of two financial years until the end of March 2024; and  
The SFRS Project Manager has only been allocated to the project until the end of March 2023

#### 6. EXCLUSIONS - what will not be included in the scope of this project?

Out of Scope

- Existing or new Directorate business processes or procedures and ways of working, beyond the current use of the existing website, intranet and document library;
- Configuration of advance features/ functionality;
- Maintenance and support contract beyond the end of the project in March 2024; and
- Revision or development of new or existing processes and ways of working beyond training in the use of the new website and intranet.

#### 7. HIGH LEVEL REQUIREMENTS - what changes will be required to systems, processes, information or teams for the project to be successful?

High level business requirements are noted below, further development of the requirements will be completed once the Supplier has been awarded the contract and engaged with ;

The new sites will:

- be user-centric and intuitive;
- be easy to access, navigate and search;
- be cyber secure, meeting Cyber Essential (CE) standards as a minimum;
- have a clear, consistent system architecture;
- integrate with MS Office 365, Google analytics and Azure Active Directory;
- provide functionality that support SFRS' governance for the site to ensure content is managed and kept-up-to-date. For example, page update alerts and varying administration rights;
- meet the Web Content Accessibility Guidelines (WCAG) accessibility guidelines and the Public Sector Bodies (websites and mobile applications) Accessibility Regulations 2018; and
- have scope for future development and the potential use of Artificial Intelligence (AI).
- provision of training and training material for SFRS staff to enable them to upload and edit content, including images, and create new pages;
- provision of meta data guidelines for optimising search functionality in line with industry best practice; and
- creation of a multistage approval workflow functionality to enable controlled documents to be created, reviewed and approved by various levels of users/groups of users.

<p><b>8. OUTPUTS - What new capabilities will be delivered?</b></p> <p>The project will deliver the following outputs:  A new website content management system: upgrading to the latest version of Umbraco CMS (at the time of writing version 10) to take advantage of existing knowledge of Umbraco whilst leveraging latest modern functionality;  A new site architecture which makes the website easy to navigate;  A new/revised content which is clear, concise and accessible;  A new Intranet content management system: Coalesce around Microsoft 365 and SharePoint technologies for intranet and best practice digital workplace;  A new site architecture and improved search function which will make the site easy to use and navigate;  A new document library to support the management of SFRS' documents;  BAU process and roles that will underpin the content management of the website and intranet;  Up to 20 Key staff members trained in the use of, and management of, the new Website, Intranet and Document Library and associated training documentation;  Creation of meta data guidelines for optimising search functionality in line with industry best practice;  Architecture Design Documentation; and  Improved capability to measure the performance, health and engagement of the Website and Intranet.</p>
<p><b>9. MILESTONES (INCL. ANTICIPATED DELIVERY DATES) - describe key activities and dates along with a target end date</b></p> <p>Critical Path milestone timeline noted below. Timelines may be subject to change once the ITT has been awarded and the supplier engaged with.:</p> <p>Procurement - July 2022 to November 2022</p> <ul style="list-style-type: none"> <li>• Website platform work package (Umbraco)</li> <li>• Intranet platform work package (Coalesce around Microsoft 365 and SharePoint technologies)</li> <li>• Stage Gate</li> </ul> <p>Document Library - November 2022 to April 2023 (SharePoint)</p> <ul style="list-style-type: none"> <li>• User needs</li> <li>• Discovery</li> <li>• Alpha</li> <li>• Beta</li> <li>• Live</li> <li>• Stage Gate</li> </ul> <p>Website platform work package - November 2022 to August 2023 (Umbraco)</p> <ul style="list-style-type: none"> <li>• User needs</li> <li>• Discovery</li> <li>• Alpha</li> <li>• Beta</li> <li>• Live</li> <li>• Stage Gate</li> </ul> <p>Intranet platform work package - July 2022 - January 2024 (Coalesce around Microsoft 365 and SharePoint technologies)</p> <ul style="list-style-type: none"> <li>• User needs</li> <li>• Discovery</li> <li>• Alpha</li> </ul>
<p><b>10. DEPENDENCIES - is the project dependent on any other activity to be successful?</b></p> <p>The successful delivery of a new intranet for SFRS will be linked with the work of the SharePoint and Teams Working Group.</p> <p>The success of the project is also dependent from staff across Service directorates being able to support the review and development of content across both iHub and the website.</p>
<p><b>11. STAKEHOLDERS - who will be involved or affected by the change?</b></p> <p>The following are the key stakeholders in addition to the project board in respect of this project:</p> <p>Internal:  All SFRS employees, employee representatives and SFRS Board members. In particular the following areas/directorates:</p> <ul style="list-style-type: none"> <li>• Corporate Communications</li> <li>• Finance</li> <li>• People and Organisational Development</li> <li>• Prevention &amp; Protection</li> <li>• ICT</li> <li>• Information Governance</li> <li>• Portfolio Office</li> <li>• SMB</li> </ul> <p>External:  All members of the Public, with reference to the follow categories:</p> <ul style="list-style-type: none"> <li>• Partner Agencies</li> <li>• Education Sector</li> <li>• The Media</li> </ul>
<p><b>12. CONSULTATION AND ENGAGEMENT - who has been consulted about the change?</b></p> <p>Following on from an Internal communications review in 2019, further engagement was undertaken across all directorates in January - March 2022 by a Digital Consultancy firm to identify the redevelopment requirements of both the website and iHub. The findings of the report were summarised and communicated to the Senior Leadership Team in May 2022.</p> <p>Consultation and engagement will continue throughout the project with key representatives/ representation from both internal and external stakeholders where applicable. In addition, during the project, key user groups will be established to contribute, review and test the new platforms with a focus on ensuring the end user experience is at the forefront of our design.</p>

<p><b>13. COMMUNICATION - is there a communication plan and what are the main actions?</b></p> <p>A priority of this project is to ensure that the business remains fully engaged and communication will be particularly important throughout the life of the project. Thorough stakeholder analysis is a key task of the project and a high level communication matrix plan is in progress and will be further developed once the winning supplier is onboard. This will ensure the project board, staff and the wider stakeholders are kept informed and involved.</p>
<p><b>14. LEGAL - are there any legal considerations?</b></p> <p>Legal and contractual arrangements will follow the existing SFRS procurement processes. The website must adhere to the Public Sector Bodies (websites and mobile applications) Accessibility Regulations 2018.</p> <p>In addition, the project will also comply with;</p> <p>General Data Protection Regulation 2018  The Data Protection Act 2018  The Freedom of Information (Scotland) Act 2002  The Environmental Information (Scotland) Regulations 2004  Fire Scotland Act 2006  Fire Safety (Scotland) Regulations 2006  The Police and Fire Reform (Scotland) Act 2012</p> <p>There are no other legal considerations</p>
<p><b>15. BUSINESS CASE (INCL. DATE OF SUBMISSION, DATE OF APPROVAL ETC)</b></p> <p>Following the internal communications review which highlighted fundamental challenges with the current SFRS intranet, initial funding of £300,000 was secured for the project in 2020 due to an organisational underspend. This was postponed for a year due to other organisational priorities. A further £30,000 was used to undertake a scoping exercise in to explore the potential development options for both the intranet and website and provide initial costings for these options. This work was completed in March 2022 and has highlighted the need to redesign both platforms to achieve any improvement and to continue to strengthen our cyber resilience to be able to prepare and adapt to changing conditions. In addition, the SFRS current website will be unsupported from September 2023. Indicative costs range from £220,000 – £300,000. A paper was taken to SLT for approval to progress to tender for the redevelopment work in May 2022. The project has also confirmed that the budget will be available over 2 financial years until the end of March 2024.</p>
<p><b>16. RISK - capture the key risks from the RAID log</b></p> <p>The following initial high level Project Risks have been identified and the risk register will continue to be updated, reviewed, managed and mitigated throughout the life of the project;</p> <p>There is a risk that the ITT requirements in conjunction with budget and time constraints are not realistic/ unable to be met, resulting in SFRS being unable to award the contract. In order to mitigate this risk, the specification for the ITT has been informed by the scoping work completed by Storm ID, which has provided estimations to cost &amp; timescales for the project;</p> <p>There is a risk that directorate resources are unavailable to support the project because of competing priorities and BAU resulting in delays to the project timeline. In order to mitigate this risk, planning and engagement of directorate resources at the earliest opportunity to gain commitment and ensure availability. Once the project board is established, this will provide an escalation route should additional support be required;</p> <p>There is a risk that project activities may affect Comms team BAU as it will draw on time and resource from the team. To mitigate this risk, the comms team will prioritise and manage the BAU work plan and allocate time for project work to ensure BAU activities are covered; and</p> <p>There is a risk that capacity challenges within the comms department could affect the availability of key staff to deliver the project resulting in delays to the project timelines. To mitigate this risk, the comms team are exploring the opportunity to re-use vacancy budget to cover project activities/BAU through framework or agency staff.</p>
<p><b>17. ACCEPTANCE CRITERIA - what are the main things that will make the project a success?</b></p> <p>Following approval from the Project Board, it is anticipated that the project will be deemed to be accepted when the below deliverables have been met;</p> <p>The new SFRS Website, Intranet and Document Library is implemented and operational, and that relevant priority content has been reviewed and migrated;  Key Staff have been trained on use of the new Intranet, Website and Document Library;  Training and "how to guides" are approved, available and in use within the organisation;  Stakeholder user engagement conducted;  Special Points of contact within the directorates are able to self-serve, upload and maintain relevant content to the new Internet, Intranet and Document Library where applicable on behalf of their Directorates;  Content created meets accessibility and plain English standards;  Performance information regarding the service is more accessible;  New content management model will provide a more streamlined process for uploading content;  The capability to ensure that content is maintained and kept up to date with regular review periods is available; and  The ability to measure the performance, health and engagement with the website and intranet is available.</p>

**18. BENEFITS - describe the benefits that the project will deliver or enable**

Initial anticipated benefits of the project have been noted below. As the project progresses we will continue to develop and quantify the benefits that will be realised as they are finalised and documented in the benefits tool kit.

Customer / User Centric

Improved accessibility for our end users will result in more effective communication with key audiences;  
With the introduction of the ability to tailor/ personalise the end user ihub experience ensuring that each user can configure the intranet that relevant information particular to each individual is immediately available;  
Introduction of 2 way communication within the new intranet will support increased staff engagement and staff experience; and  
Enhanced measurement and valuation capabilities through google analytics, O365 and other 3rd party analytics tools which will provide SFRS greater insight and tailoring of content for our end users.

Risk Reduction

Our website & intranet will be up to date for the duration of the project ensuring our resilience against cyber vulnerabilities; and  
Controlled documentation contained within the document library will reduce the risk of staff following outdated processes and procedures reducing risk to staff and organisation.

Quality Improvements

By the end of the project the new website will meet the national accessibility guidelines; and  
The new website will retain content on the website for three years in line with the Model Publication principles.

**19. DISBENEFITS - will there be any negative outcomes of the project?**

Following on from the closure of the project in March 2024, the new intranet, ihub and document library will require a support and maintenance contract to be put in place. The project will undertake market research in order to establish potential future solutions and associated costs that may transpire as a result of the delivery of this project.

**20. PERFORMANCE MEASURES - are there any KPIs to help monitor progress?**

Potential Project KPIs and performance measures of success to be reviewed, agreed and approved by the project board and targets established:  
- Number of milestones executed as scheduled in the project plan, expressed as a percentage. + or - 10%  
- Budget forecast compared with actual spend + or - 10%  
- Budget payment schedule monitoring + or - 10%  
- Number of project scope changes without a formal change request. Target less than 5%.  
- Resource Capacity - actual vs planned + or - 10%  
- Stakeholder sign off and acceptance + or - 10%

**21. SUCCESS CRITERIA - what are the measures the project is aspiring to deliver?**

The project will be considered a success if it;

Quantitative

Delivers the project and agreed scope by the end of March 2024;  
Is within the agreed tolerances and budget of £300,000;  
Project Boards & Highlight reports are completed as scheduled;  
Google Analytics are available and in use to provide SFRS greater insight and tailoring of content for end users;  
Milestones are met as planned;  
Architecture Design Documentation will be available to the organisation; and  
Meta Data guidelines criteria will be produced.

Qualitative

Each deliverable is signed off by the senior user following acceptance testing;  
Project scope changes follow the agreed change process;  
Only approved content will be uploaded and published to the Website, Intranet and Document Library;  
Documentation shall be authorised by the project board where applicable;  
SFRS will not be subject to government censure for failing to meet accessibility guidelines & legislation;  
The content on the new Website will be relevant and up to date (in line with the Model Publication Principles); and  
End users will be able to find information more efficiently through the new information architecture.

**22. PROJECT TOLERANCES - is there a percentage of tolerance around timescales or cost?**

Project tolerance levels for budget and time have yet to be defined and agreed with the project board.  
A contingency fund has been identified should the project require additional time to deliver as funding sits within the ICT capital budget then arrangements can be made to balance spend across 2022-23 and 2023-24.

Cost/ time tolerances are anticipated to be;

+/- 7.5% on track and managed by the Project Manager  
+/- 10% Behind schedule/ over budget - managed by the Project Manager & Project Board  
+/- 15% or more needs immediate attention and will be managed by the Project board.

There is no tolerance for the Project budget to be available beyond March 2024.  
There is no tolerance on the delivery timescale of new SFRS website beyond September 2023

### 23. PROJECT MANAGEMENT TEAM STRUCTURE - who is in the team?

The project management team will consist of the below resources;  
 Internal Communications Manager  
 SFRS Project Manager  
 Project manager from the Supplier  
 Communications team leaders  
 Information Governance Manager  
 Directorate representatives  
 ICT  
 Portfolio Office

### 24. PROJECT ROLE DESCRIPTIONS - who conducts which activity?

Role	Person(s)	Responsibilities
Project Executive	Marysia Watters	Responsible for entire Project.
Project Management	Shirley Hartridge	Manage the overall project on behalf of the Project Board
Senior User	Angela McManus	Ensure User requirements are specified and met.
	Carole Wade	
		*Senior User Roles will be substituted in at the appropriate times once the focus changes in order to represent their respective business areas.
Senior Supplier	Supplier/ ICT	Ensure delivery requirements are considered and plans delivered.
Project Assurance	Portfolio Office	Responsible for project assurance.
Support Officer	TBC	Responsible for Project Board Minutes and PMO support

### 25. PROJECT TEAM MEETING SCHEDULE - when does the project team meet?

Audience	Document	Method	Frequency
Project Board	Highlight Report	Formal Meeting	On agreed frequency/approx.
Project Board	Exception Report	Email/ Formal Meeting	By Exception and as required
Project Team	Project Raid Logs	Via Highlight Report	Weekly, and as required
Project Team	Online collaboration and SharePoint	Email, MS Teams, SharePoint shared documentation, Formal Meetings, Workshops	Weekly, and as required
End Users	Update via Corporate Communications	Intranet, Email, and use of PDRPro and LCMS where applicable, training guides	As required.

### 26. EQUALITY & HUMAN RIGHTS IMPACT ASSESSMENT - conduct your assessment and document the outcome.

The EHRIA assessment has been completed and will be amended and updated as the project progresses should there be any issues that may have a negative impact, and will remain a live document through the life of the project. The functionality of the site is most relevant to the particular protected characteristics of age, disability, race, social and economic disadvantage and island communities and these will be addressed by meeting the WCAG guidelines.

### 27. DATA PROTECTION IMPACT ASSESSMENT - conduct your assessment and document the outcome.

The assessment has been completed and it has verified that there are no concerns regarding personal data as no personal data is being processed. This will remain a live document throughout the life of the project.

28. APPENDICES/FURTHER READING		
<a href="#">SFRS Digital Strategy Appendix A</a>		
<b>PREPARED BY</b>	Shirley Hartridge	
<b>SPONSORED BY</b>	Mark McAteer	
<b>PRESENTED BY</b>	Marysia Waters	
LINKS TO STRATEGY & CORPORATE VALUES		
<p>The project will support and contribute to the below SFRS Strategic Plan 2022 - 2025 outcomes;</p> <p>Outcome 3 - We value and demonstrate innovation across all areas of our work - "Developing and deploying new digital and other technologies to change how we work .."</p> <p>Outcome 4 - We respond to the impacts of climate change in Scotland and reduce our carbon emissions - "Supporting staff to adopt changes and behaviour to support more environmentally friendly working practices"</p> <p>Outcome 5 - We are a thriving organisation, use our resources responsibly and provide value for money to the public. - "Proactively engaging with, and providing, more accessible information on what we do for the public and our stakeholders."</p> <p>Outcome 6 - The experience of those who work for SFRS improves as we are the best employer we can be. - "Developing and deploying new and more agile ways of working to protect the safety, wellbeing, physical and mental health of our people."</p> <p>Outcome 7 - Community safety and wellbeing improves as we work effectively with our partners. - "Engaging more with communities and partners when designing, developing and delivering services"</p> <p>In addition, the project will support both our Communications and Engagement Strategy, and Digital Strategy.</p> <p>Which in turn will Support our SFRS long term vision to;</p> <p>Be driven by a deeper understanding of the needs of our communities  We will be innovative in our use of technology, data and information to change how we work.  We will be a more environmentally sustainable organisation.  We will value difference of views, experiences and backgrounds within and out with our organisation.</p>		
GOVERNANCE ROUTE FOR REPORT	MEETING DATE	COMMENT
Senior Management Team	19 /10 /2022	Approved
Change Committee	11/10/2022	For Scrutiny



**SCOTTISH FIRE AND RESCUE SERVICE**  
*Service Delivery Model Programme*



**PROJECT CHANGE REQUEST**

**Report No:**

**Agenda Item:**

<b>Project Name:</b>	<b>SERVICE DELIVERY MODEL PROGRAMME FRAMEWORK</b>
<b>Change Category:</b>	<b>REQUIREMENT &amp; SCHEDULE</b>
<b>Change Number:</b>	<b>005</b>
<b>Request Date:</b>	<b>21 SEPTEMBER 2022</b>
<b>Project Manager:</b>	<b>AC ANDREW GIRRITY</b>
<b>Executive Lead:</b>	<b>DAVID LOCKHART, DIRECTOR OF SERVICE DEVELOPMENT</b>
<b>1</b>	<b>Justification</b>
1.1	The current Service Delivery Model Programme (SDMP) Framework Document has not been updated since May 2021. During this time, the team structure has changed with the addition of a Business Case Impact Assessment Team (BCIAT).
1.2	The timelines and phasing in the current framework document no longer accurately aligns to strategic change requirements. In addition to this, it anticipated that implementation of options for change would be progressed by Service Delivery using processes developed by the SDMP. This supports the identification of a programme “end date”, which wasn’t defined in previous framework documents.
<b>2</b>	<b>Description of Change</b>
2.1	The programme now has an Assistant Chief Officer (ACO) acting as Executive Lead, this was previously a Deputy ACO.
2.2	The Development Phase of the programme will complete in Q2 2023-24 with a transition to business as usual (BAU) taking place during Q3 & Q4 2023-24. This period will be utilised for “handing over” SDMP processes and methodology. From this point, it is proposed the SDMP will end as a programme and implementation of options for change will be progressed as BAU.
2.3	BCIAT members were appointed late 2021, the team has now been added to the Team Structure diagram in the revised framework document.
<b>3</b>	<b>Reasons for Change</b>
3.1	<ul style="list-style-type: none"> <li>• Change of role title for programme Executive Lead.</li> <li>• Addition of Business Case Impact Assessment Team to SDMP structure</li> <li>• The change to programme phasing and timeline. Inclusion of programme end date which now incorporates a “transition to business as usual period.”</li> </ul>

<b>4</b>	<b>Impact Assessment</b>
<b>4.1</b>	<b>Impact on Scope</b>
4.1.1	The scope of the SDMP will be unchanged by this change request.
<b>4.2</b>	<b>Impact on Risk</b>
4.2.1	There is no significant increase on risk due to these changes. Key elements of the programme are scheduled to be delivered within original Phase Two (development) timelines. SDMP risk is regularly reviewed by the SDMP team and SDMP Board.
<b>4.3</b>	<b>Impact on Time</b>
4.3.1	There is no impact on time in terms of the existing programme development phase. A proposed programme end time has been added, this being Q4 2023-24.
<b>4.4</b>	<b>Impact on Resources</b>
4.4.1	There are no additional resource requirements identified because of these changes although a business case is being prepared to extend some existing posts within the programme that are essential for developing processes and methodology.
<b>4.5</b>	<b>Other</b>
4.5.1	Not Applicable
<b>5</b>	<b>Options Appraisal</b>
<b>5.1</b>	<b>Long and Short Lists of Options</b>
5.1.1	Not Applicable
<b>5.2</b>	<b>Detailed Options Appraisal</b>
5.2.1	Not Applicable
<b>5.3</b>	<b>Preferred Option</b>
5.3.1	Not Applicable
<b>6</b>	<b>Appendices/Further Reading</b>
6.1	Appendix A - Framework Document V06
<b>Prepared by:</b>	AC Andrew Girrity
<b>Sponsored by:</b>	David Lockhart, Director of Service Development
<b>Presented by:</b>	AC Andrew Girrity
<b>Links to Strategy</b>	
<b>SFRS Strategic Plan 2019-22</b>	
Outcome 1 – Our collaborative and targeted prevention and protection activities improve community safety and wellbeing, and support sustainable economic growth.	

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

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

<b>Change Request History</b>	<b>Meeting Date</b>	<b>Comment</b>
CR001	9 September 2019	Schedule
CR002	15 January 2020	Schedule
CR003	14 October 2020	Requirement & Schedule
CR004	27 May 2021	Requirement & Schedule
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Comment</b>
Service Delivery Model Programme Board	21 September 2022	Approved
Senior Management Board	21 September 2022	Approved
Change Committee	10 November 2022	For Scrutiny

# SCOTTISH FIRE AND RESCUE SERVICE



## SERVICE DELIVERY MODEL PROGRAMME

### FRAMEWORK DOCUMENT

David Lockhart  
Director of  
Service Development

v06 September 2022

## Version Control

Version	Date	Detail	Name
0.1	June 2019	Initial Issue	DACO John MacDonald
0.2	September 2019	Update project timelines in Section 5	AM Andy Girrity
0.3	January 2020	Merge Demand Based Watch Duty System and Urban on Call Projects and update document throughout  Add version control	DACO John MacDonald
0.4	August 2020	Update project timelines, section 5 (impact of COVID-19) and FV title change	John MacDonald, Head of Service Development
0.5	May 2021	Update terminology and project timelines following strategic change timeline review.  Remove RVDS Strategy Project from SDMP.	John MacDonald, Head of Service Development
0.6	September 2022	Change in Executive Lead, added BCIAT to team structure, change to programme timelines including project end date.	AC Andy Girrity

## 1. Introduction

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

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

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

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

## 2. Service Delivery Model Programme

### 2.1 Aim and Objectives

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

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

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

#### Objective 1

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

#### Objective 2

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

#### Objective 3

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

#### Objective 4

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

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

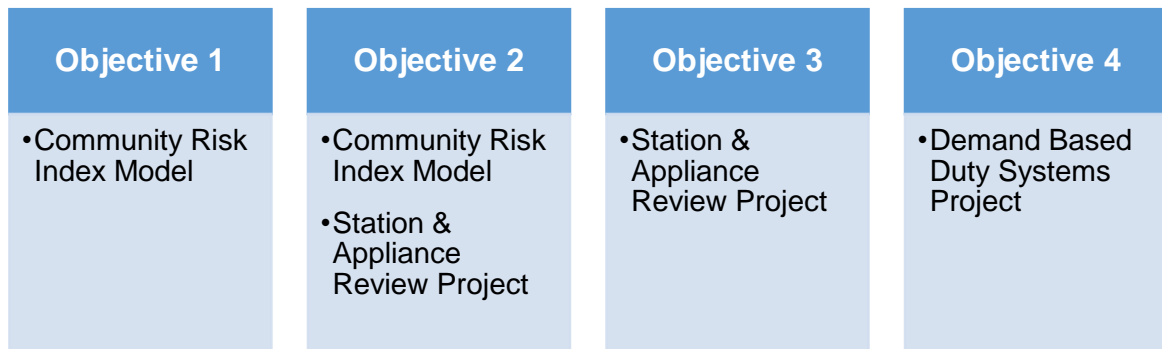


Diagram 1 – Link Between Objectives and Individual Projects

## 2.2 Programme Overview

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

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

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

### [SFRS Community Risk Index Model](#)

The SFRS Community Risk Index Model project will produce an assessment of known and predicted risk across the country, within the fire and rescue service operating context, and will be based on short (0 to 3 years), medium (3 to 5 years) and long (5 to 10 years) term planning scenarios. These scenarios will have a focus on ensuring that the service can continue to deliver its statutory duties as specified within the Fire (Scotland) Act 2005 whilst, at the same time, recognising the strategic ambition of the service as stated within the 2016-2019 & 2019-2022 SFRS Strategic Plans and the draft SFRS Strategic Plan 2022-2025.

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



## Station and Appliance Review

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

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

This project will also consider the needs of SFRS to be able to deploy specialist capability and this will be linked to the last Review of Specialist Equipment (ROSE) project and **the Operational Strategy 2022-2032 recently published by the Operations Function.**

## Demand Based Duty Systems

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

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

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

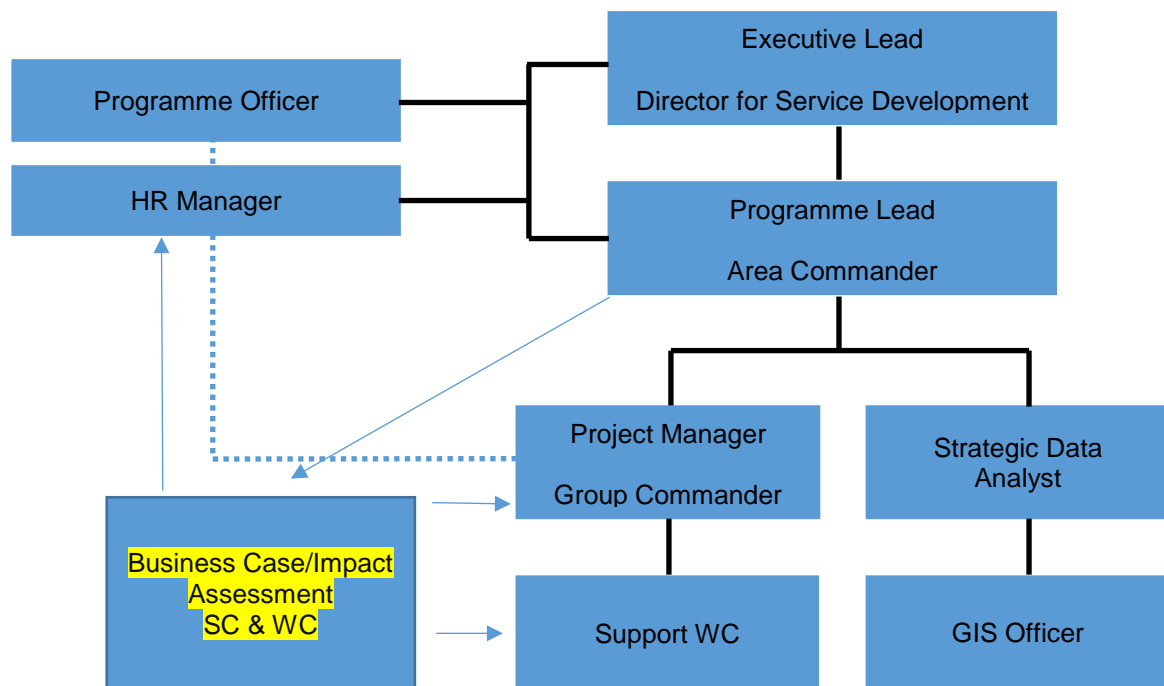
At the same time, the project will seek to ensure that collectively across a geographic area, there is sufficient operational resilience to respond to business as usual incidents as well as larger, unpredicted and protracted incidents where demand significantly increases, thereby providing suitable and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

### 3. Resources

Successful delivery of the programme is wholly dependent on ensuring that suitable resources are available and committed for the duration of the programme. In recognition of this, SFRS has allocated a dedicated team that have the single reference of the Service Delivery Model Programme. The programme Executive Lead is currently the Director of Service Development with an Area Commander acting as Programme Manager. The Programme Manager is assisted by a Group Commander with a Project Manager role. A Portfolio Officer, HR Manager, Strategic Data Analyst, GIS Officer and Watch Commander provide specific and specialist support to the team and the overall programme. A Station Commander and Watch Commander form the remainder of the SDMP and have responsibility for developing the associated business case and impact assessment process.

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

The structure of the dedicated programme team is provided in Diagram 2 below.



**Diagram 2 – Service Delivery Model Programme Team Structure**

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

#### **4. Governance**

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

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

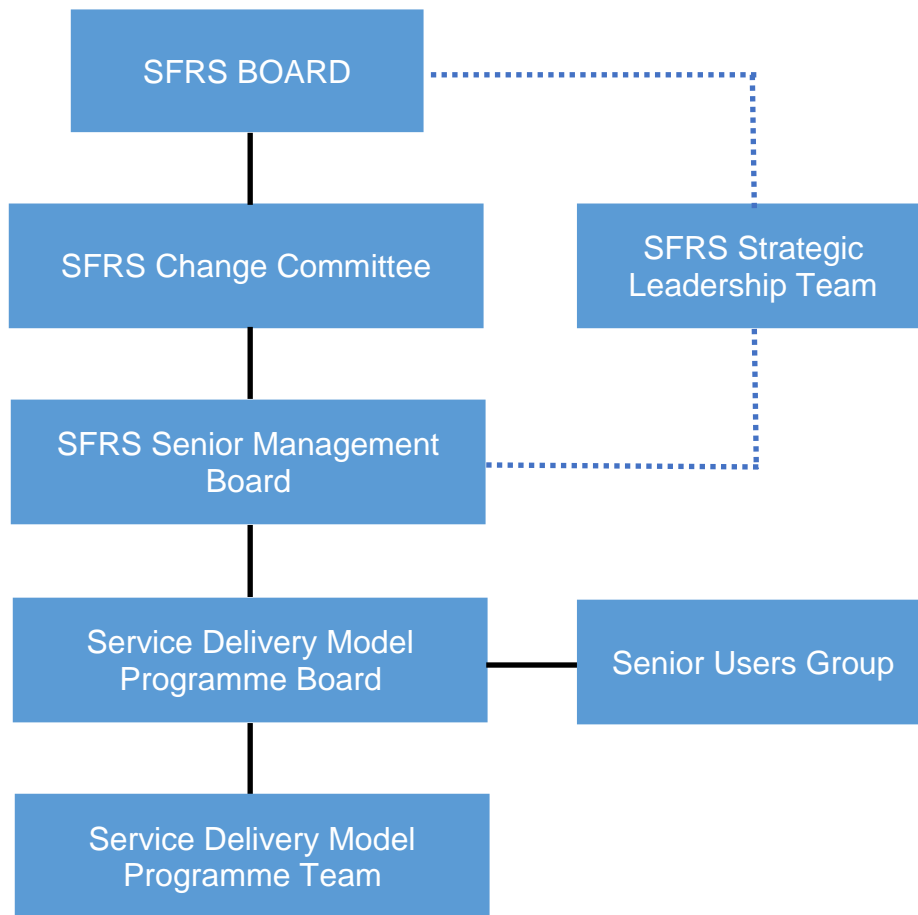
A Service Delivery Model Programme Board (SDMPB) will be formed and will consist of representatives from each SFRS Directorate. Some Directorates may nominate more than 1 representative based on their respective functions, the potential interdependencies within the Programme and the outcome from the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

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

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

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

An overview of the working governance structure and reporting lines is provided in Diagram 3 below.



**Diagram 3 – Service Delivery Model Programme Governance Structure**

## 5. Timelines

Each of the three individual projects forming the Service Delivery Model Programme will provide associated milestones and timelines. The overarching programme phases include Research (Phase 1), Development (Phase 2) and Transition from programme to Business as Usual (Phase 3)

Diagram 4 below details the phases for each project based on progress to date, development yet to be completed, and estimated programme end which includes time for embedding change process methodology and guidance.

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

Diagram 4 SDMP Framework Phased delivery

Report No: C/CC/24-33

Agenda Item: 7.2

<b>Report to:</b>	<b>CHANGE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>10 NOVEMBER 2022</b>						
<b>Report Title:</b>	<b>PEOPLE, TRAINING, FINANCE AND ASSET SYSTEMS PROGRAMME UPDATE</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
1.1	To provide a written update to the Change Committee on the progress with the People, Training, Finance and Asset Systems (PTFAS) Programme; highlighting the main areas of activity, emerging themes and any significant risks.						
<b>2</b>	<b>Background</b>						
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.						
<b>3</b>	<b>Main Report/Detail</b>						
3.1	The following provides an update on the main areas of activity in the most recent reporting period.						
3.2	The Health & Wellbeing workstream produced a business justification case that aligns to HM Treasury guidance on low cost activity which was subsequently approved by the PTFAS Programme Board. Consistent with the Programme principles presented at the previous Change Committee, this workstream will deliver a move from an on-premise application to Cloud Software as a Service; provide greater self-service for our end users; and ensure integration with key data to support their business processes. Working through the benefits management toolkit, three benefits will be tracked: money saved through integration with HR data, time saved through deployment of online management referral capability and time saved through smarter working with handheld devices.						
3.3	A comprehensive statement of requirements has been written and a supplier engaged with to provide costs and develop a 14-week implementation plan, allowing the system to go live before the end of March 2023.						
3.4	The Rostering Project will shortly be onboarding individuals to create its full Project team after challenges attracting people to take on Project roles. A draft Strategic Outline Case has now been written and is being consulted on with key stakeholders. In person visits to wholetime stations to capture pain points and challenges are being held throughout October and November. Activity to capture On Call pain points and challenges is also						

	<p>underway. This will directly feed into the Statement of Requirements and inform the next iteration of business case: an outline business case.</p>
3.5	<p>There is an expectation that, given the Project cost and risk, it will be required to undergo external Scottish Government auditing – Digital Scotland Service Standard assessment. The initial triage form will be submitted to the Digital Assurance Office before confirming. Engagement with Procurement is taking place to ensure that legacy contracts can be maintained during the period of change.</p>
3.6	<p>The People, Payroll, Finance and Training Project has been in the process of preparing for an onboarding assessment for the Scottish Government’s Shared Services Programme. A series of workshops will be held w/c 24 October looking at the 3 functional areas of Finance, HR and Training. These workshops will be hosted by Sopra Steria (Scottish Government Client-Side Partner) and will focus on potential areas of differentiation that suggest a risk to our ability to ‘fit’ with the Scottish Government option, rather than focus on areas of commonality which have already been established. Both Scottish Government and Scottish Fire and Rescue Service (SFRS) are aligning to the UK Government’s Global Design Principles for HR and Finance.</p>
3.7	<p>Following these workshops and Sopra Steria’s assessment of our technical fit, SFRS will create an option appraisal that will focus not just on the technical fit but also considers the nature of the Shared Service that Scottish Government are offering, the fee model that is being proposed and the likely timelines associated with implementation.</p>
3.8	<p>In parallel with this activity, the Project has also continued to develop the Invitation to Tender documentation for use in an SFRS procurement exercise. This includes the consolidated Statement of Requirements which has now been reviewed externally by the Crown Commercial Services team who provided some minor recommendations. The Statement of Requirements will be completed following implementation of these.</p>
3.9	<p>The further external Scottish Government gateway audits have been postponed until December and February next year (Digital Scotland Service Standard assessment and Technical Assurance Framework Pre-procurement gateway assessment respectively) following advice that we should not proceed unless there is clarity regarding the direction of travel on Shared Services or an SFRS procurement.</p>
3.10	<p>The PTFAS Programme team comprising Programme Manager, Programme Officer, Business Analysts, Project Managers and subject matter experts seconded from Directorates has been transferred to the Portfolio Office within the Service Development Directorate. The lead Business Analyst working on the People, Payroll, Finance and Training Project has been appointed to a permanent post within the ICT Department which will have a detrimental impact on the Project. Contingency is being considered.</p>
3.11	<p>A Client-Side Partner contract has been awarded to Moore Insight to support the delivery of 20 different Programme and Project artefacts following a procurement competition on the G-Cloud. The company have been onboarded and are currently supporting SFRS in the development of a future state operating model, logical and business architecture models as well as reviewing governance arrangements between Programme and Projects. This contract will run until March 2023.</p>
3.12	<p>An options paper reviewing the future shape and direction of the PTFAS Programme has been prepared and will be presented to the Programme Board on 7 November 2022. This review has been carried out in response to concerns regarding the affordability of the Programme following the Scottish Government’s resource spending review and in response to concerns regarding the risk profile of the Programme in light of the Service’s risk appetite relating to large technology projects.</p>

3.13	An initial long list of options has been created along with the pros and cons relating to each. This will be reduced to a short list with input from Board members before a recommendation is ultimately made on the future shape and direction.	
<b>4</b>	<b>Recommendation</b>	
4.1	There are no specific recommendations coming out of this report other than to request that the Change Committee notes its contents.	
<b>5</b>	<b>Core Brief</b>	
5.1	Not Applicable	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Not Applicable	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Paul McGovern, Project Manager	
<b>Sponsored by:</b>	Liz Barnes, Director of People and Organisational Development	
<b>Presented by:</b>	Paul McGovern, Project Manager	
<b>Links to Strategy and Corporate Values</b>		
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.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Change Committee</i>	<i>10 November 2022</i>	<i>For Scrutiny</i>





Report No: C/CC/25-22

Agenda Item: 8.1

Report to:	CHANGE COMMITTEE																
Meeting Date:	10 NOVEMBER 2022																
Report Title:	PORTFOLIO PROGRESS REPORT																
Report Classification:	For Information	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>															
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>	<a href="#">G</a>									
<b>1</b>	<b>Purpose</b>																
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 strategic Portfolio, Project and Programme management maturity (P3M3).																
<b>2</b>	<b>Background</b>																
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.																
<b>3</b>	<b>Main Report/Detail</b>																
3.1	The main detail of the report in the current reporting period (Q3 2022) provides an overview and status of the key actions currently initiated by the Portfolio Office function in <b>'Building Capability'</b>																
3.2	<b>Key Insights:</b> <ol style="list-style-type: none"> <li><b>Portfolio Benefits Management Framework Design</b> - Initial design of the Benefits Framework and Toolkit is now complete – Testing of the Framework is now in progress across 3 Projects (Safe &amp; Well, On-Call, and People, Payroll &amp; Finance).           <table border="1" data-bbox="347 1778 1350 1906"> <thead> <tr> <th>Deliverable</th> <th>Thematic Group</th> <th>Status</th> <th>Original Due (FY)</th> <th>Latest Thinking Forecast (FY)</th> </tr> </thead> <tbody> <tr> <td>Benefits Mgmt. Framework Design</td> <td>VALUE</td> <td>DONE</td> <td>Q1 '22-23</td> <td>Q1 '22 - 23</td> </tr> </tbody> </table> </li> <li><b>Business Case and Benefits Integration</b> – The 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</li> </ol>							Deliverable	Thematic Group	Status	Original Due (FY)	Latest Thinking Forecast (FY)	Benefits Mgmt. Framework Design	VALUE	DONE	Q1 '22-23	Q1 '22 - 23
Deliverable	Thematic Group	Status	Original Due (FY)	Latest Thinking Forecast (FY)													
Benefits Mgmt. Framework Design	VALUE	DONE	Q1 '22-23	Q1 '22 - 23													

with SMART measures and success criteria. Portfolio Office are working with a delivery partner to prepare functional specifications to potentially digitise the process.

Work continues with the test of change of the benefits management framework and toolkit which, if successful, will be implemented across the portfolio for all new initiatives and integrated with the case for change process. Lack of resources within the portfolio office is a key constraint to further implementation and development of the benefits approach at present.

A user survey is due to be distributed at the end of Q3 to S&W and On-Call to understand what challenges and benefits to framework and tool is presenting, with a view to iterating the approach.

Deliverable	Thematic Group	Status	Original Due	Latest Forecast	Thinking
Business Case & Benefits Integration	VALUE	IN PROGRESS	Q3 '22 - 23	Q4 '22 - 23	

- 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 Forecast	Thinking
Change Portfolio Model Design	PRIORITISATION	IN PROGRESS	Q3 '22 - 23	Q3 '22 - 23	

**Portfolio Office Strategy** – A case for change was presented to SMB outlining the strategy to enhance portfolio office capabilities. It sets out to establish the new and enhanced portfolio office services into four pillars with supporting roles:

1. Centre of Excellence (CoE)
2. Portfolio Management, Governance and Assurance
3. Business Architecture, Analysis and Service Improvement
4. Programme and Project Delivery

Deliverable	Thematic Group	Status	Original Due	Latest Forecast	Thinking
Portfolio Office Function Strategy	STRATEGIC	IN PROGRESS	Q2 '21 - 22	Q3 '22 - 23	

- 4. Business Change Lifecycle Design PH1** – 1st Iteration of the Business Change Lifecycle is complete with overarching phases, and outline sub-processes.

A test of change of the Lifecycle and supporting toolkit containing key artefacts is being undertaken with the LCA project. Lessons learned will be incorporated into Phase 2 of the development of the lifecycle.

**Business Change Lifecycle Design PH2** – Resource constraints within the Portfolio Office have led to delays in the development of the change lifecycle and as a result a supplier has been engaged to support the develop of key artefacts, guidance and documentation.

The supplier is currently undertaking a series of interviews with a broad cross-section of stakeholders to understand the challenges and opportunities in order to aid the development of material combining user-centric principles.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Business Change Lifecycle Design PH1	PROCESS	DONE	Q4 '21 - 22	Q2 '22 - 23

**5. Portfolio Office Risk Reporting** – Transition of Change Portfolio Risk Registers over to a new risk reporting format now complete. This is will be the 3rd reporting period.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Risk Register Transition	RISK	DONE	Q4 '21 - 22	Q1 '22 - 23

**6. Portfolio Level Financial Reporting** – Iteration 1 of the Change Portfolio Financial Report has been established with the reporting process having now successfully completed 4 reporting periods.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Portfolio Level Financial Reporting	FINANCIAL	DONE	Q4 '21 - 22	Q1 '22 - 23

**7. Portfolio Highlight Report Design** – Design of a new Change Portfolio Project Highlight report complete.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Project Highlight Report Design	MI & REPORT	DONE	Q1 '22 - 23	Q1 '22 - 23

**8. Portfolio Integrated Governance** – Re-design of governance specific to the Change Portfolio was approved at October SLT meeting and is planned to be introduced in Q4.

Deliverable	Thematic Group	Status	Original Due	Latest Thinking Forecast
Portfolio Integrated Governance	GOVERNANCE	DONE / READY FOR RELEASE	Q4 '21 - 22	Q2 '22 - 23

3.3

**Current Activity**

ID	Deliverable	Thematic Group	Status	Due (FY)	Comments
	Benefits Mgmt. Test of Change	VALUE	IN PROGRESS	Q2 '22 - 23	Conducting 'Test of Change' of the new Benefits Mgmt. toolkit across select initiatives.
	Business Case & Benefits Integration	VALUE	IN PROGRESS	Q3 '22 - 23	Partnered with ICT vendor to design a digital version of the business case with Benefits Integration, potential workflow and reporting.
	Portfolio Office Function Strategy	STRATEGIC	IN PROGRESS	Q1 '22 - 23	Strategy being refreshed to align with 4 service pillars presented in Portfolio Office business case: 1. Centre of Excellence (CoE) 2. Portfolio Management, Governance and Assurance 3. Business Architecture, Analysis and Service 4. Improvement Programme and Project Delivery
	Business Change Lifecycle Test of Change	PROCESS	PLANNED	Q2 '22 - 23	Conduct 'Test of Change' of the new Business Change Lifecycle across select initiatives.
	Change Portfolio Prioritisation Model Design	PRIORITISATION	IN PROGRESS	Q3 '22 - 23	Outline prioritisation model has been designed and circulated for input and feedback

<b>4</b>	<b>Recommendation</b>	
4.1	Change Committee are asked to note the Portfolio Office progress update.	
<b>5</b>	<b>Core Brief</b>	
5.1	Not applicable	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Appendix A - Change Lifecycle – Test of Change (Example)	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Curtis Montgomery, Head of Portfolio	
<b>Sponsored by:</b>	David Lockhart, Assistant Chief Officer, Director of Service Development	
<b>Presented by:</b>	Curtis Montgomery, Head of Portfolio	
<b>Links to Strategy and Corporate Values</b>		
Outcome 4 – we are fully accountable and maximise our public value by delivery a high quality, sustainable fire and rescue service for Scotland.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Change Committee</i>	<i>10 November 2022</i>	<i>For Information</i>

# APPENDIX 1: PROJECT WORKBOOK

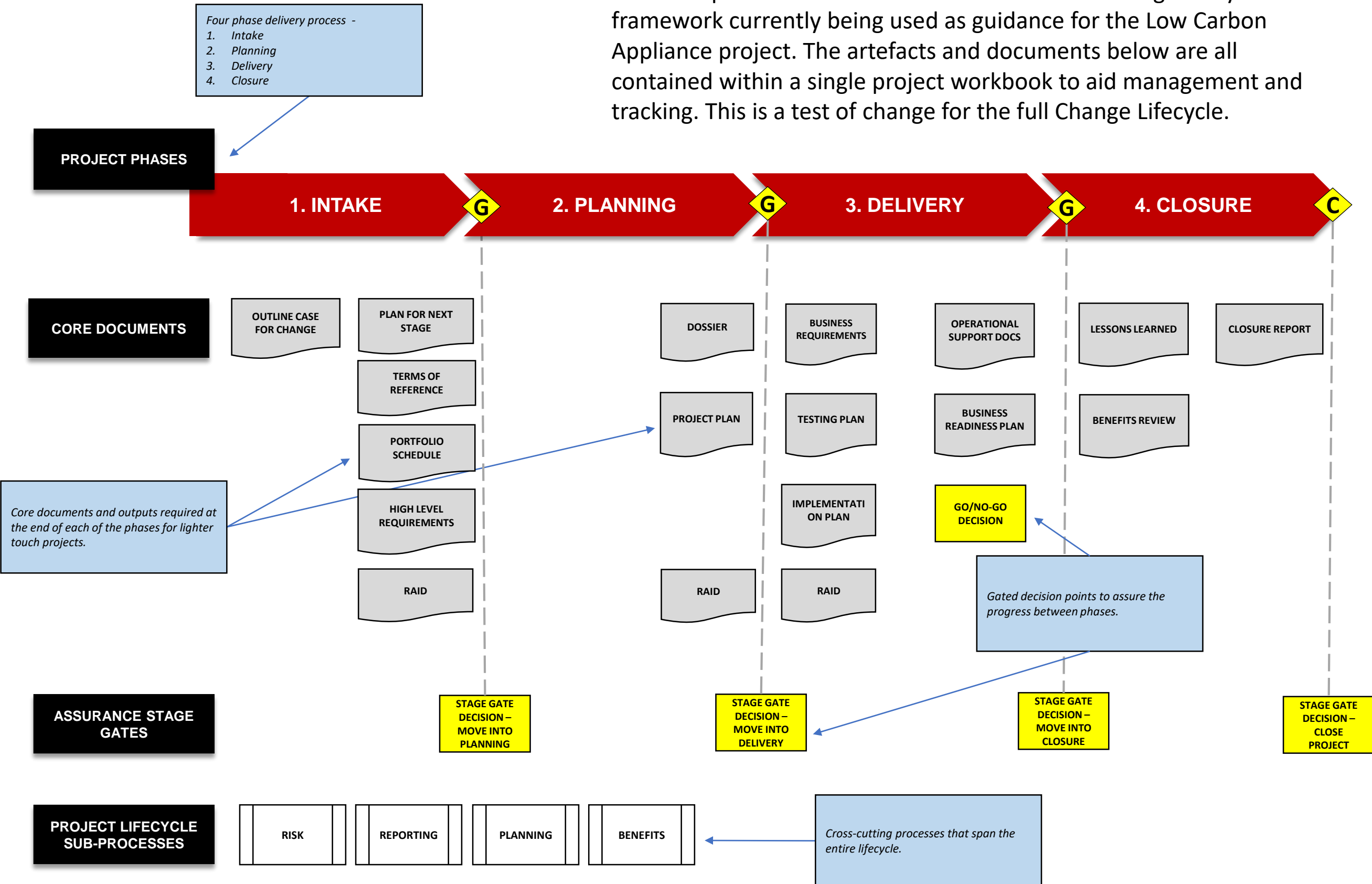
## LOW CARBON APPLIANCE PROJECT

### **Overview**

- This presentation provides an overview of the change lifecycle framework that has been developed to be used within strategic projects in SFRS.
- A test of change has been undertaken to evaluate the draft framework carried out in the Low Carbon Appliance (LCA) project.
- The test of change also took into account the newly created project workbook that was developed to contain the core documents, project artefacts and guidance used to manage and deliver the project throughout its lifecycle.
- Although the project is still in-flight, initial testing and user feedback has concluded that there are significant benefits to using the change lifecycle and supporting workbook.

# Test of Change: Light touch change lifecycle framework

This slide provides an overview of the lite touch change lifecycle framework currently being used as guidance for the Low Carbon Appliance project. The artefacts and documents below are all contained within a single project workbook to aid management and tracking. This is a test of change for the full Change Lifecycle.



# Project: Low Carbon Appliance

Extract from the LCA project workbook providing access to the new standard Highlight reporting template.

PROJECT HIGHLIGHT REPORT V0.5										SCOTTISH FIRE AND RESCUE SERVICE		
<b>Project Name</b>	Low Carbon Appliance		<b>SRO</b>	Stewart Nicholson	<b>Project Manager</b>	Paul Robertson	<b>Project Start Date</b>	01/04/2020	<b>Original Project End Date</b>	Q1 2024	<b>Base Rev</b>	
<b>Strategic Outcome Alignment</b>	Outcome 3	Outcome 4						<b>Revised Project End Date</b>		<b>Base Rev 1</b>		
<b>Project Update</b>						<b>Project Governance &amp; Mgmt. Control</b>						
Eone indicate the build is on schedule and road testing has commenced. Meeting with SWARCO completed and full update on infrastructure timeline should be presented at board meeting 15.09.2022 PR suggested bringing 25KW charger (Internal appliance bay facility) forward in the installation plan to ensure minimum standard of infrastructure is achieved for the delivery of the appliance into service. SWARCO advised this is easily achievable, full details of timeline to be presented. Initial discussions on benefits and success criteria have been held, further meetings required as diary conflicts have prevented this work being completed.						<b>Current Period Delivery Trend</b>	↗	<b>Business Case</b>	Project Dossier	Risk Register	Project Stage	
						<b>Last Period Delivery Trend</b>	↕	☒	✓	✓	INITIATE	
						<b>Project Performance</b>	<b>Overall Health</b>	<b>Time</b>	<b>Cost</b>	<b>Quality</b>	<b>Skills &amp; Resource</b>	
							G	G	G	G	G	
<b>Pathway to Green / Next steps</b>						<b>Significant Milestone Forecast</b>		<b>Progress</b>	<b>Status</b>	<b>Planned</b>	<b>LTF</b>	
Next steps - September to October period - Workshop to finalise benefits and success criteria and also look at introduction to service and training requirements to be scheduled. Again busy diaries are making scheduling difficult and so commitment to these is essential for detailed plans to be presented to the board. LCA will attend ESS 21/22 September, this will be supported by SFRS staff and partners. Look to schedule end user engagement session focused on Infrastructure Q&A and end user consultation on the process with SWARCO.						<i>Commission charging infrastructure</i>		0-25%	In Progress	01-Jul		
						<i>SME Workshops</i>		0-25%	In Progress	01-Nov		
						<i>Build complete and delivery to SFRS</i>		50-75%	In Progress	01-Nov		
						<i>Training and familiarisation commences</i>		0%	Future Task	01-Nov		
<b>Critical Path</b>												
	<b>Gate 0 - INTAKE</b>		<b>Gate 1 - PLANNING</b>		<b>Gate 2 - DELIVERY</b>		<b>Gate 3 - CLOSURE</b>		<b>REALISE VALUE</b>			
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
						on target	Q1 2024					
<b>Critical Risk, Issue &amp; Dependencies - S: Schedule   B: Budget   C: Scope   R: Resource</b>												
<b>Dependency ID</b>	<b>Key Inter-Dependency</b>				<b>From (Giver)</b>	<b>To (Receiver)</b>	<b>Category</b>	<b>Due Date (From)</b>	<b>Due Date (To)</b>	<b>Status</b>		
S	Infrastructure supply from third party				SWARCO	SFRS	S					
B	Budget supply from third party				Scottish Government	SFRS	B					
<b>Risk RAG/Score</b>	<b>Top 3 Delivery Risks</b>				<b>Mitigation Plan</b>		<b>Category</b>	<b>Date Identified</b>	<b>Risk Owner</b>	<b>By When</b>		
12	Reputation				See RAID for full details		R					
9	Infrastructure				See RAID for full details		S					
9	COVID 19				See RAID for full details		S					
<b>Issue Impact</b>	<b>Top 3 Delivery Issues</b>				<b>Corrective Action</b>		<b>Category</b>	<b>Date Identified</b>	<b>Issue Owner</b>	<b>By When</b>		
							R					
							S					
							C					
<b>Financial &amp; Benefit Tracking</b>												
<b>Financial Tracking</b>						<b>Benefit Tracking</b>						
<b>Planned Budget</b>		<b>Forecast</b>		<b>Actual</b>		<b>Planned</b>		<b>Forecast</b>	<b>Actual</b>	<b>Remaining</b>	<b>Due</b>	
Capex		Capex		Capex		Cashable						
Revex		Revex		Revex		Non-Cashable						
Total		Total		Total		# Benefits						
<div style="display: flex; justify-content: space-between; padding: 0 10px;"> <span>0. SFRS LIGHT TOUCH DELIVERY</span> <span style="border: 1px solid black; padding: 2px;">1. PROJECT HIGHLIGHT REPORT</span> <span>2. PROJECT DOSSIER</span> <span>2.1 IMPACT ASSESSMENT</span> <span>3. GOVERNANCE &amp; ToR</span> <span>3.1 PROJECT BOARD ORG CHART</span> <span>4. PROJECT PL</span> </div>												

Individual tabs containing the core documents and guidance.



# Project: Low Carbon Appliance

This slide provides an extract from the LCA workbook project governance tab. It is used to ensure the appropriate selection of board members, and that they have a specific role and subject matter experts and external stakeholders are engaged in the appropriate settings.

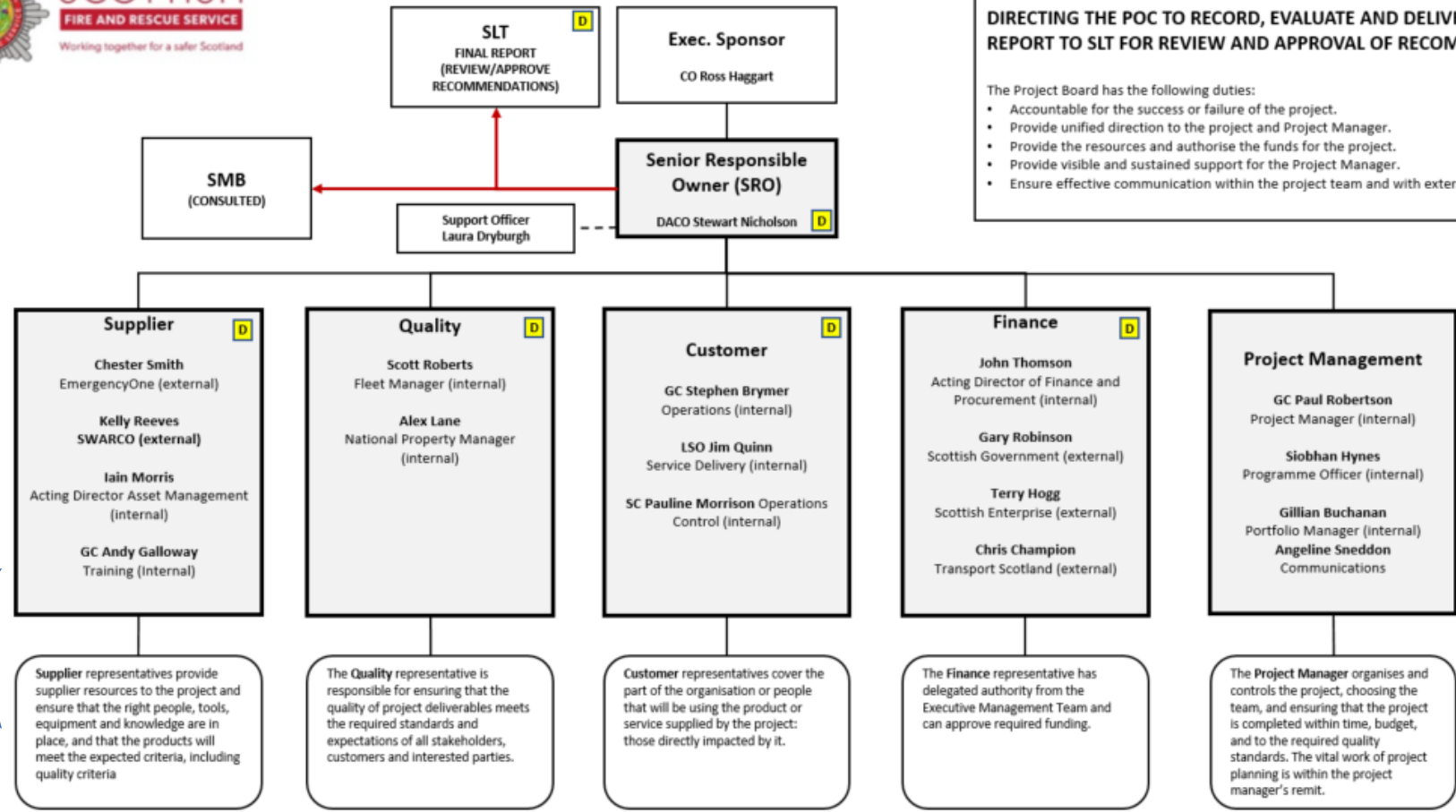


**PROJECT BOARD**

**DIRECTING THE POC TO RECORD, EVALUATE AND DELIVER THE FINAL REPORT TO SLT FOR REVIEW AND APPROVAL OF RECOMMENDATIONS**

The Project Board has the following duties:

- Accountable for the success or failure of the project.
- Provide unified direction to the project and Project Manager.
- Provide the resources and authorise the funds for the project.
- Provide visible and sustained support for the Project Manager.
- Ensure effective communication within the project team and with external stakeholders.



Specific role outlines with appropriate representation from cross the organisation and external stakeholders and suppliers.

Supplier representatives provide supplier resources to the project and ensure that the right people, tools, equipment and knowledge are in place, and that the products will meet the expected criteria, including quality criteria

The Quality representative is responsible for ensuring that the quality of project deliverables meets the required standards and expectations of all stakeholders, customers and interested parties.

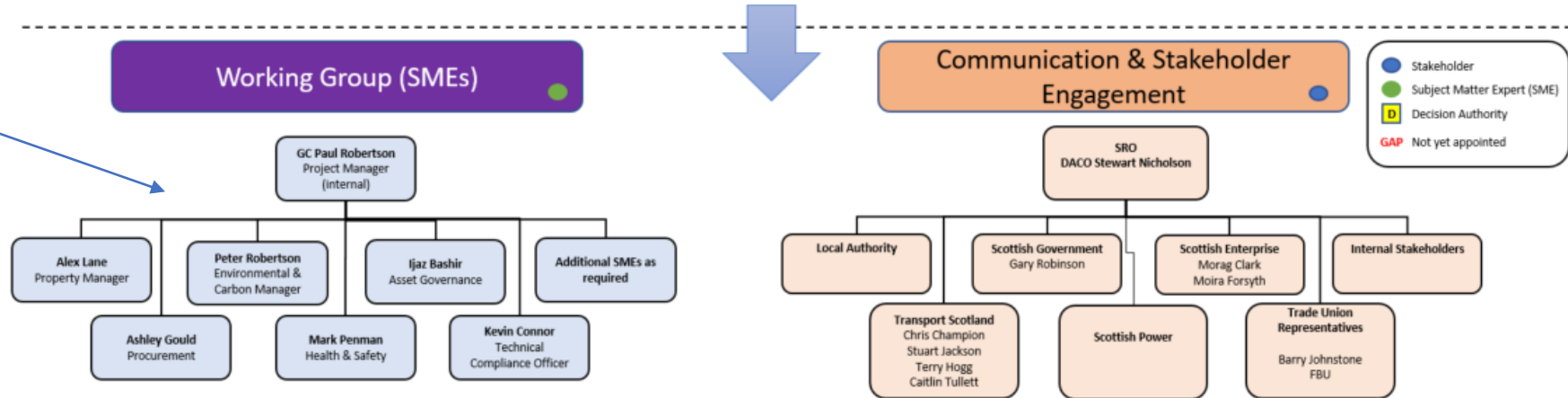
Customer representatives cover the part of the organisation or people that will be using the product or service supplied by the project: those directly impacted by it.

The Finance representative has delegated authority from the Executive Management Team and can approve required funding.

The Project Manager organises and controls the project, choosing the team, and ensuring that the project is completed within time, budget, and to the required quality standards. The vital work of project planning is within the project manager's remit.


Communication and stakeholder engagement conducted separately to board to ensure that unnecessary attendance is reduced.

Working groups are convened outside of the project board to ensure that decisions are made at the board based on input from the groups.



- Stakeholder
- Subject Matter Expert (SME)
- Decision Authority
- Not yet appointed

Extract from the LCA workbook project dossier tab. Additional fields have been added to the dossier including Project Success Criteria. As part of the approach the team have been facilitating workshops to help design the project board, populate the dossier, identify dependencies, develop the plan and risk management tabs.

PROJECT DOSSIER v1.4	
 <b>SCOTTISH</b> FIRE AND RESCUE SERVICE <small>Working together for a safer Scotland</small>	
<b>1</b>	<b>Business Need</b>
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>
<b>2</b>	
<b>Specific Project Objectives</b>	
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
<b>3</b>	
<b>Scope</b>	
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.
<b>4</b>	
<b>Assumptions</b>	
4.1	Resources: SFRS will provide resources to support the project from all required areas of business
<div style="display: flex; justify-content: space-between; align-items: center;"> <span>VERSION CONTROL</span> <span>0. SFRS LIGHT TOUCH DELIVERY</span> <span>1. PROJECT HIGHLIGHT REPORT</span> <span style="color: green; font-weight: bold;">2. PROJECT DOSSIER</span> </div>	

*A number of new fields and enhanced guidance points have been included in the project dossier to provide improved guidance for users.*

# Project: Low Carbon Appliance

Extract from the LCA workbook project plan on a page tab. The plan provides opportunity to break the project down into the business change lifecycle phases and populate milestones, outputs, tasks and activities. There is also an opportunity to capture, map and track inter-dependencies. A change request is available within the workbook if required.

Improved clarity of progress against plan with Gantt style timelines and clear colour key to help users track activities.

CHANGE REQUEST

**SCOTTISH FIRE AND RESCUE SERVICE**  
Working together for a safer Scotland

<b>Project Name:</b>	
<b>Change Category:</b>	REQUIREMENT/SCOPE/QUALITY/COST/SCHEDULE <small>(Please delete as required)</small>
<b>Request Date:</b>	
<b>Project Manager:</b>	
<b>Executive Lead:</b>	
<b>1</b>	<b>Justification</b>
1.1	
<b>2</b>	<b>Description of Change</b>
2.1	
<b>3</b>	<b>Reason for Change</b>
3.1	
<b>4</b>	<b>Impact Assessment</b>
4.1	<b>Impact on Scope</b>
4.1.1	
4.2	<b>Impact on Risk</b>
4.2.1	
4.3	<b>Impact on Time</b>
4.3.1	
4.4	<b>Impact on Resources</b>
4.4.1	
4.5	<b>Other</b>
4.5.1	
<b>5</b>	<b>Options Appraisal</b>
<b>5.1</b>	<b>Short Lists of Options</b>

4. PROJECT PLAN WORKING | 4.1 CHANGE REQUEST | 5. RISKS (RAID) | 6. ACTIONS (RAID) | 7. ISSU

PROJECT PLAN ON A PAGE		SCOTTISH FIRE AND RESCUE SERVICE <small>Working together for a safer Scotland</small>																														
Milestones	Dependency Giver	Dependency Receiver	Date Dependency Required & RAG	Milestone Status	Resources Required	Year 2022												Year 2023														
						FY Quarter 1			FY Quarter 2			FY Quarter 3			FY Quarter 4			FY Quarter 1			FY Quarter 2			FY Quarter 3								
						April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January					
<b>Phase 1 - Intake</b>																																
N/A - Intake and procurement of appliance complete						Complete																										
<b>Phase 2 - Planning</b>																																
<b>Select Location for trial &gt;</b>																																
Commission survey of potential sites 01/05/2022						Complete																										
Produce Location report and location recommendation									Complete			Complete																				
Agree Location									Complete																							
<b>Project Management Products</b>																																
Planning session with portfolio team 30/05/2022						Complete																										
Project Plan - 1st Draft Baseline									Complete																							
Project success criteria agreed									Complete																							
Project Dossier									Complete																							
RAID Log									Complete																							
Comms Strategy						Complete			Complete																							
Comms Plan						Complete			Complete																							
Resource Plan									Complete																							
Determine (TNA) schedule and content									Complete																							
SFRS Budget									Complete																							
Project Board & Governance arrangements agreed						Complete			Complete																							
Outline Business Case (for scrutiny by Change Committee)												Board			Workshop																	
												05-OCT SMB Submit			10-NOV Committee																	
<b>Phase 3 - Delivery</b>																																
<b>Technology &amp; Build</b>																																
Review Back-up power supply requirements																																
Appliance Build - Complete						Build Commenced			Build complete			Discussed			Configuration and testing			Delivery to SFRS														
Appliance - Delivery															December																	
Install Charging Infrastructure (X2)																		Installation of 150kw and 25kw charging system at Cridesmill station														
Operational considerations Workshop																																
Hardware - mobile charging unit												On order			Update at Board																	
Recovery of vehicle - contract												Complete																				
<b>Testing and training</b>																																
E1 Road Testing																		Complete														
Driver and Technician training and Testing																		Board Decision														
Show and Tell across SFRS ARCs																		Workshop														
NTC Training Fireground scenarios																		Workshop														
GO / NO GO Decision - Board approval																		Board Decision evidence based														
On the Run - 12 months																		On the run proof of concept 12 months														

# Project: Low Carbon Appliance

Extract from the LCA workbook illustrating RAID tabs bringing together project Risks, Issues, Actions and Decisions into one place.

**RISKS (RAID)**

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**Benefits Risk Management** – Benefits Risk management is the process of identifying, assessing and controlling threats to successful delivery of the benefits realisation plan.

These risks stem from a variety of sources including financial uncertainties, resourcing challenges, lack of buy-in or support, technology issues, strategic changes, accidents and natural disasters.

Risk ID	Risk Name	Description	Linked Risk ID	Risk Type	Structure	Owner	Committee	Board	Target Probability	Current Probability	Target Impact	Current Impact	Target Risk Rating	Current Risk Rating	Comments
3	Resource not provided to support the project	Board and sub groups (Workshops) set up to manage the requirements of the project, expectations communicated to all project partners to set clear expectations on work required to deliver project on time				Project Board				2		3		6	Discussed at Board meeting 15.09.2022
4	COVID 19 impact on supply chain, manufacture and build process	COVID 19 has and continues to impact fleet and equipment procurement, it is foreseeable that it will have an impact on this project. Timescales extended to allow foreseeable delays in supply and production and communication with key partners and stakeholders to set expectation.								3		3		9	
5	Failure to provide a refuelling infrastructure to support appliances on time for delivery to frontline station	Early identification and survey of potential sites has been highlighted as a priority given the technical complexity with installation of the required charging infrastructure. This will require close scrutiny, support and management to ensure suitable charging is in place to support the deployment of the appliance into frontline stations.								3		3		9	
6	Reputation, this technology is moving very quickly and as SFRS could receive criticism should the vehicle become superseded quickly	It is a known risk that this technology is moving at a very quick pace. This project recognises this and accepts that the model tested will most likely not be a production model but will provide learning and lessons learned to allow SFRS to make an informed choice on a production model in the future. Communication of this information is key to mitigating risk and criticism.										3		12	

3. GOVERNANCE & ToR | 3.1 PROJECT BOARD ORG CHART | 4. PROJECT PLAN WORKING | 4.1 CHANGE REQUEST | 5. RISKS (RAID) | 6. ACTIONS (RAID) | 7. ...

**ACTIONS (RAID)**

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**ROLLING ACTION LOG: LOW CARBON APPLIANCE PROJECT BOARD - OUTSTANDING ACTIONS**

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

**Actions Log** – The Actions log allows you to capture important actions during any stage of the change process to ensure there is a clear and accurate record and that an action plan can be managed through to resolution.

Date	Reference	Action	Action Owner	Due Date	Completion Date	BRAG status	Position Statement
24/11/2021	5.2	Review Project Dossier and feedback any comments to PR/FS.	ALL			Complete	Dossier being reviewed by SN, and will be submitted to PB and SMB 13.04.22 Dossier will be finalised at meeting with SN, LS & PR on 22nd April for progression to SMB in May, Group have been asked to submit any issues to SN or PR prior to 22nd to allow them to discuss at meeting.
24/11/2021	5.3	Submit Project Dossier to AMLB for approval.	PR			Complete	13.04.22 No changes at the moment. All issues captured.
24/11/2021	6.2	Review draft Risk Register and feedback any comments to PR/FS.	ALL			Complete	13.04.22 AS updated group that Comms group have met via teams and will continue this going forward.
24/11/2021	8.3	Send contact details for comms leads to join the Communications Group.	ALL			Complete	13.04.22 AS updated group that Comms group have met via teams and will continue this going forward.
24/11/2021	8.4	Develop a Communications plan and form a Communications group, including attendance from partner agencies.	AS			Complete	13.04.22 AS updated group that Comms group have met via teams and will continue this going forward.
24/11/2021	9.3	Form a Project Sub Group.	PR			Complete	SN to review membership and ToR.
13/04/2022	5	Organise a meeting with Emergency One to discuss a Representative joining the Board	IM/SR			Complete	21.04.22 SR has met with E1, Chester Smith has agreed to come onto the LCAFB
13/04/2022	5.1	Ask Emergency One to provide a 10/15 minute Appliance Presentation highlighting pro's/cons at the next Board meeting	SR			Complete	21.04.22 SR has met with E1, Chester Smith has agreed to come onto the LCAFB & will provide a 10 minute presentation on the Appliance.
13/04/2022	5.2	Coordinate visits to Emergency One for Board members to view appliance	PR/SR			Complete	Visits to E1 have taken place in May 22
13/04/2022	5.3	Inform Board of likely timeframe for infrastructure following site surveys	Peter Robertson			Complete	01.06.22 The LCAFB have now made the decision that Clydesmill will
13/04/2022	8	Take with SN&IM to discuss Comm's strategy, Appliance Livery issues will also be discussed at this meeting	AS			Complete	LD will look at suitable dates for meeting
16/09/2021	4.2	Prepare a Project Highlight Report for each meeting.	PR	24/11/2021		Complete	Update - Dossier to be approved at Project Board before Highlight Report is developed.
16/09/2021	6.2	Develop Risk Register.	PR	24/11/2021		Complete	Update - Draft Risk Register attached for discussion.
16/09/2021	8.3	Invite a communications representative to join the Project Board.	IM	24/11/2021		Complete	Angeline Sneddon has joined the Project Board.

3. GOVERNANCE & ToR | 3.1 PROJECT BOARD ORG CHART | 4. PROJECT PLAN WORKING | 4.1 CHANGE REQUEST | 5. RISKS (RAID) | 6. ACTIONS (RAID) | 7. ...

**ISSUES (RAID)**

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**Issue Management** – Issue management is the process of identifying and resolving issues.

Problems with staff or suppliers, technical failures, material shortages – these might all have a negative impact on your benefits realisation plan.

Issue No	Issue Level	Date Raised	Raised By	Project Name	Description & Impact	Issue Owner	Actions / Resolution Updates	Next Action Date	Next Action Owner	Target Resolution Date	Last Reviewed / Closed By

Issues are separated from the risk register and managed individually within the issue log.

5. RISKS (RAID) | 6. ACTIONS (RAID) | 7. ISSUES (RAID) | 8. DECISIONS (RAID) | 9. LESSONS LEARNED | 10. CLOSING REPORT | 11. WORKSHOP AGENDA TEMP

**DECISIONS (RAID)**

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**ROLLING DECISION LOG: LOW CARBON APPLIANCE PROJECT BOARD**

Minute Ref	Meeting	Meeting Date	Decision	Decision Maker (s)	Alternatives Considered	Decision Rationale
N/A	Board		Not to pursue trial and evaluation using concept appliance in partnership with E1	Project Board	Go to the market place with a specification that meets all legislative requirements and the High Level SFRS specification for a pumping appliance	Safety concerns and risk of challenge from rep bodies and H&S around crash testing of this appliance
N/A	Board		SFRS to form a User Intelligence Group (UIG) and commence a procurement process for a Low Carbon Appliance (LCA)	Project Board		
N/A	UIG		Specification for LCA will be based around the Medium Rescue Pump and will include inventory to the same standard	Board Approved		Lessons learned from previous procurement processes and attracts best value
5.4	Project Board	24/11/2021	Governance route for Project Dossier-document to be submitted to AMLB on 7 <sup>th</sup> December for approval and then SMB and Change Committee for Scrutiny.	Project Board Approved	Document submitted to January AMLB.	To allow the Project Dossier to be submitted to SMB in January and then Change Committee in February, an earlier approval from AMLB is required.
8.5	Project Board	24/11/2021	Communications Group to be formed. Project Implementation Group to be formed to discuss technical detail and progress of the Project.	Project Board Approved	N/A	A Communications group is to be formed including external parties involved in the Project. This is to ensure a coordinated approach to any communications issued on the Project.
9.2	Project Board	24/11/2021	Project Board agreed that Supply chain issues caused by current conflicts in Europe may be discussed as Risk Register Ref B at the meeting on 22nd April with SN, LS & PR.	Project Board Approved	N/A	To allow a smaller group to discuss more technical detail of the appliance and keep up to date with progress.
6.1	Project Board	13/04/2022	Project Board agreed that Clydesmill would be the host Station for the Low Carbon Appliance	Project Board Approved	N/A	To allow a smaller group to discuss this issue and keep the Project Board up to date with any progress/discussion points
	Project Board	01/06/2022	Project Board agreed the Promotional Livery Design for the Appliance	Project Board Approved	N/A	Discussion took place around the infrastructure paper and group decided that Clydesmill was best suited to accommodate the infrastructure required
	Project Board	01/06/2022	Project Board agreed that a 150kw charger would be placed Outside & a 25kw charger placed Inside at Clydesmill Station.	Project Board Approved	N/A	
	Project Board	01/06/2022				Discussion took place around proposed

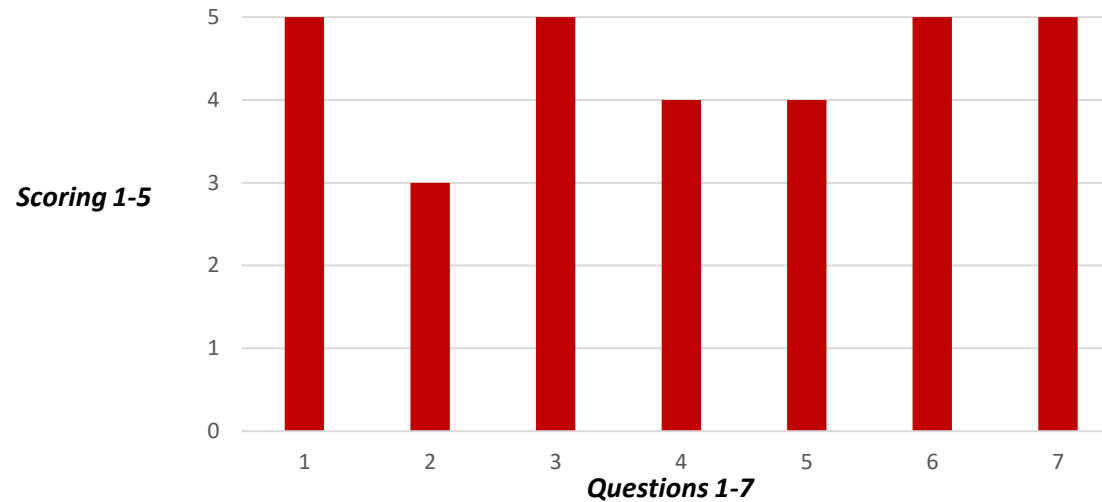
5. RISKS (RAID) | 6. ACTIONS (RAID) | 7. ISSUES (RAID) | 8. DECISIONS (RAID) | 9. LESSONS LEARNED | 10. CLOSING REPORT | 11. WORKSHOP AGENDA TEMP





# Project: Low Carbon Appliance

## User Experience scores



Feedback for the change lifecycle workbook test of change. Questions are designed to indicate levels of user experience and have been completed by the LCA Project Manager. Scoring is out of a maximum of 5.

**1. The purpose of the SFRS Change Lifecycle Workbook is to provide a flexible toolkit for project management that provides guidance on the new change lifecycle process and provides one place to manage the project documentation - do you agree this purpose has been met? (agreement)**

Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input checked="" type="checkbox"/>
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Please use this space to provide any additional feedback or suggestions

**Product well received by all Board members**

**2. Prior to using the SFRS Change Lifecycle Workbook how familiar were you with the information and documentation included in the toolkit? (familiarity)**

Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree or disagree <input checked="" type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input type="checkbox"/>
--	-----------------------------------	---	--------------------------------	---

Please use this space to provide any additional feedback or suggestions

**Had not seen any of the information prior to this product**

**3. Has the introduction of the SFRS Change Lifecycle Workbook been beneficial and supported you with your project? (agreement)**

Strongly disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Neither agree or disagree <input type="checkbox"/>	Agree <input type="checkbox"/>	Strongly Agree <input checked="" type="checkbox"/>
--	-----------------------------------	--	--------------------------------	--

Please use this space to provide any additional feedback or suggestions

**As above, Product well received by all Board members**

**4. How satisfied are you with the SFRS Change Lifecycle Workbook as an aid to project management? (satisfaction)**

Not at all satisfied <input type="checkbox"/>	Slightly satisfied <input type="checkbox"/>	Moderately satisfied <input type="checkbox"/>	Very satisfied <input checked="" type="checkbox"/>	Completely satisfied <input type="checkbox"/>
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Please use this space to provide any additional feedback or suggestions

**5. How often do you use the SFRS Change Lifecycle Workbook? (frequency)**

Never <input type="checkbox"/>	Rarely <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Often <input checked="" type="checkbox"/>	Always <input type="checkbox"/>
--------------------------------	---------------------------------	------------------------------------	---	---------------------------------

Please use this space to provide any additional feedback or suggestions

**Used to update/record progress and as a reference tool for board updates on progress**

**6. How would you rate the quality of the SFRS Change Lifecycle Workbook (quality)?**

Very poor <input type="checkbox"/>	Poor <input type="checkbox"/>	Fair <input type="checkbox"/>	Good <input type="checkbox"/>	Excellent <input checked="" type="checkbox"/>
------------------------------------	-------------------------------	-------------------------------	-------------------------------	---

Please use this space to provide any additional feedback or suggestions

**7. How would you rate your engagement with the Centre of Excellence team in relation to the workbook? (Quality)**

Very poor <input type="checkbox"/>	Poor <input type="checkbox"/>	Fair <input type="checkbox"/>	Good <input type="checkbox"/>	Excellent <input checked="" type="checkbox"/>
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Please use this space to provide any additional feedback or suggestions

**8. Are there any additional improvements you would like to see to the toolkit? Was there anything missing you felt would be beneficial? (free text)**

**N/A**



Report No: C/CC/26-22

Agenda Item: 9.1

<b>Report to:</b>	<b>CHANGE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>10 NOVEMBER 2022 (DATA AS OF: 8 OCTOBER 2022)</b>						
<b>Report Title:</b>	<b>PROGRAMME OFFICE RISK LOG COVER PAPER</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY</b> <b>For Reports to be held in Private</b> <b>Specify rationale below referring to</b> <b><u>Board Standing Order 9</u></b>					
		<a href="#">A</a>	<a href="#">B</a>	<a href="#">C</a>	<a href="#">D</a>	<a href="#">E</a>	<a href="#">F</a>
<b>1</b>	<b>Purpose</b>						
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.						
<b>2</b>	<b>Background</b>						
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.						
2.2	The risk information within this report has been collated via the submission of project update risk logs.						
<b>3</b>	<b>Main Report/Detail</b>						
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 the 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.						
	<b>TOTAL</b>	<b>27</b>	<b>Previous Quarter</b>			<b>22</b>	
	New	0	SW005 - Red: Mobile Devices SW004 - Amber: ICT Management System (PWA) SW008 - Amber: Partner sign up delays (ICT partner site) PTFAS004 - Amber: Current Retained Availability system contract CCF008 - Red: Supplier financial stability				
	Removed	0					
	Updated	0					
	Closed	0					
	<b>PROJECTS</b>	<b>CCF</b>	<b>SDMP</b>	<b>ESN</b>	<b>PTFAS</b>	<b>OnCall</b>	<b>S&amp;W</b>
	RED	8	1	1	0	2	1
	AMBER	0	1	8	3	0	2

<b>4</b>	<b>Recommendation</b>	
4.1	The Change Committee are asked to: a) Note the contents of the current report b) Consider the risk mitigation actions within the report and provide feedback as necessary.	
<b>5</b>	<b>Core Brief</b>	
5.1	Not Applicable	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Risk Management Policy.	
<b>7</b>	<b>Key Strategic Implications</b>	
	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Joan Nilsen, Programme Officer	
<b>Sponsored by:</b>	David Lockhart, Assistant Chief Officer, Director of Service Development	
<b>Presented by:</b>	Gillian Buchanan, Portfolio Manager	
<b>Links to Strategy and Corporate Values</b>		
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.		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Senior Management Board</i>	<i>19 October 2022</i>	<i>Approved</i>
<i>Change Committee</i>	<i>10 November 2022</i>	<i>For Scrutiny</i>



# Draft Portfolio Office Risk Report



## APPENDIX 1

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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
		CCF008	CCF Supplier Failure	There is a risk that the Supplier becomes financially instable, insolvent and/or incapable of sufficiently funding and delivering the work required by the SFRS	Garry MacKay	20 (4 x 5)	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
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
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

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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	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) 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
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

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Strategic Risk ID	Strategic Risk	Project Risk Ref	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
		SW005	Mobile Devices	There is a lack of progress with availability of mobile devices resulting in a failure to fully implement S&W. Previously SW10	ICT Project Manager	16 (4 x 4)	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
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
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

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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.	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
6	Adequate operational assets, equipment etc.	ESMCP005	Service Requests In Life Network Change (ESMCP 16)	There is a risk that due an increase in mast infrastructure there will be a significant increase the number of service requests requiring review this will result in additional staff being required to perform this task or the risk of critical outages being missed.	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

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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	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
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 SG Finance Lead SFRS Finance Lead	15 (3 x 5)	CC	SMB
7	Financial Sustainability	PTFAS001	Financial - affordability of solutions (PTFAS6)	There is a risk that solutions recommended in Project Business Cases may not be affordable because of either Capital or Resource budget constraints resulting in an inability to fully deliver and implement as described in the Programme Vision Statement	Paul McGovern	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	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	15 (3 x 5)	CC	SMB
4	Legal and regulatory compliance	PTFAS004	Current Retained Availability system contract	There is a risk that we may fail to maintain the availability of the current On-Call Availability system because of having 7 separate instances of the system across the Service resulting in an impact on the Service's ability to mobilise to incidents.	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

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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	SW004	ICT Management System (PWA)	There is a risk of failing to test and implement the remote software (PWA) due to delays in UAT and the lack of progress with availability of mobile devices resulting in a failure to implement S&W. Previously SW10	ICT Project Manager	15 (5 x 3)	CC	SMB
1	Improve Safety and Wellbeing of Communities	SW008	Partner sign up delays (ICT partner site)	There is a risk of not securing involvement of external partners/organisations or subsequent high risk referrals due to failure of access to the Safe and Well Partner application resulting from an expired certificate/ICT being locked out of Tenancy, resulting in a significant impact upon the successful delivery of the project. Previously SW7	ICT/SW Project Manager/P&P	15 (5 x 3)	CC	PB

# 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	Oct-22	Amber - 90%	Review period complete and report published, Supplier meeting on 07/10/2022 to confirm their intended response. 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	Oct-22	Amber - 90%	Review period complete and report published, Supplier meeting on 07/10/2022 to confirm their intended response. 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
	CCF008	CCF Supplier Failure	There is a risk that the Supplier becomes financially instable, insolvent and/or incapable of sufficiently funding and delivering the work required by the SFRS	Garry Mackay	Oct-22	Amber - 50%	<p>SFRS have written to the supplier requesting written evidence of financial capacity and stability.</p> <ul style="list-style-type: none"> <li>- Ongoing engagement with key SFRS legal, financial and Contractual Stakeholders</li> <li>- Standing-up of Contingency Group</li> <li>- Establishment of Options Review</li> </ul>	20 (4 x 5)	5 (1 x 5)	CC	SMB
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%	<p>Ongoing work with ESN Connect to mitigate this risk. Job Descriptions and Person specs complete</p> <p>Early funded recruitment of Vehicle fitters part of ESN Connect funding bid.</p>	20 (4 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
5	ONCALL 002	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
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	Oct-22	Amber - 90%	Review period complete and report published, Supplier meeting on 07/10/2022 to confirm their intended response. 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	Oct-22	Amber - 90%	Review period complete and report published, Supplier meeting on 07/10/2022 to confirm their intended response. 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	Mar-23	Amber - 80%	Close liaison with internal stakeholders continues.	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	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	Oct-22	Amber - 75%	Supplier yet to address all issues identified in PEN test, Remedial advisors report now published and supplier meeting set for 07/10/2022 Estimated completion date extended to end November 2022, to allow resourcing of all work arising from Remedial Advisor's implementation plan.	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	Oct-22	Amber - 75%	Supplier yet to address all issues identified in PEN test, Remedial advisors report now published and supplier meeting set for 07/10/2022 Estimated completion date extended to end November 2022, to allow resourcing of all work arising from Remedial Advisor's implementation plan.	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. This includes provision of large capacity desktop computer, the computer specification has been provided.	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)	Short term resources to deliver high level timeline milestones have been secured from R&R, Training, P&P and Data Services. Access to specialist support from HR, Legal, Finance and C&E have also been secured. 2nd WC post in BCIAT will not be filled. This position and associated workload will be supported by existing resource within the SDMP	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. Alternative options are being assessed including external consultancy	16 (4 x 4)	8 (2 x 4)	CC	SMB
	SW005	Mobile Devices	Engage with business partner to review workarounds and review of project milestones and timeline.	Lynne Gow	Aug-22	Red - 65%	Unable to determine target date for completion. Meeting between SRO/ICT due (13/09) to discuss action plan	16 (4 x 4)	9 (3 x 3)	CC	SMB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
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
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
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

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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	ESMCP004	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	ESMCP004	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) Authorised to proceed with 15 RVIDs in August 2022.	15 (3 x 5)	5 (1 x 5)	CC	SMB
6	ESMCP005	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)	The Kodiak application will be delivered as ESN Version 1 ready for transition.	Andrew Mosley	Dec-22	Amber - 10%	<p>Programme risk being monitored by 3ESS and SFRS</p> <p>The Kodiak Application may not be used for ESN Version 1 ongoing relotting work will establish the development and delivery path for a PTT application.</p>	15 (5 x 3)	6 (2 x 3)	CC	SMB
8	ESMCP006	Technical & Financial related to Kodiak PSCS Push to Talk Application (ESMCP 17)	<p>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.</p> <p>The Kodiak application will be delivered as ESN Version 1 ready for transition. This will be reflected in the Full Business Case due for release in March 2021.</p>	Andrew Mosley	Dec-22	Amber - 10%	<p>Programme risk being monitored by 3ESS and SFRS</p> <p>The Kodiak Application may not be used for ESN Version 1 ongoing relotting work will establish the development and delivery path for a PTT application.</p>	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 The Kodiak Application may not be used for ESN Version 1 ongoing relotting work will establish the development and delivery path for a PTT application.	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%	Onboarding assessment to be arranged with Scottish Government and Sopra Steria. SFRS awaiting confirmation of dates.	15 (3 x 5)	10 (2 x 5)	CC	SMB
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%	Proposal received from Midland HR and presented to Programme Board. Discussions on going. Scoring reduced from 20 to 15	15 (3 x 5)	15 (3 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
4	PTFAS004	Current Retained Availability system contract	Establish Rostering Project Board within the Programme as route to engage with Procurement and agree approach to legacy systems	Paul McGovern	Mar-23	Green - 30%	Recommendation to Programme Board to progress via Procurement commercial cover for legacy wholetime and On Call systems for 3 years. Recommendation approved.	15 (3 x 5)	15 (3 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. Also anticipate that SDMP messaging will form part of the wider SFRS Change programme, this will further influence timelines	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 Engagement 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 - 60%	PICT have been appointed however will require time to establish themselves whilst assessing requirements. PICT team have considered framework approach using test change scenarios. Once priorities and an associated timeline is agreed, PICT will support internal and external engagement	15 (3 x 5)	4 (1 x 4)	CC	SMB
1	SW004	ICT Management System (PWA)	Engage with business partner to review workarounds and review of project milestones and timeline.	Lynne Gow	Aug-22	Amber - 65%	Engaging with ICT PM to review progress and review project timelines. Still awaiting PWA software for UAT (06/09/22).	15 (5 x 3)	6 (3 x 2)	CC	SMB
1	SW008	Partner sign up delays (ICT partner site)	ICT business partner to resolve partner site outage issue and review timelines.	Lynne Gow	Aug-22	Red - 60%	Liaise with ICT PM. Awaiting update on availability of software (05/09/22) ICT sub group established to monitor and coordinate actions.	15 (5 x 3)	6 (3 x 2)	CC	PB

# Closed Control Summary

# Appendix 1d

Report No: C/CC/27-22

Agenda Item: 9.2

<b>Report to:</b>	<b>CHANGE COMMITTEE</b>						
<b>Meeting Date:</b>	<b>10 NOVEMBER 2022</b>						
<b>Report Title:</b>	<b>COMMITTEE ALIGNED DIRECTORATE RISK</b>						
<b>Report Classification:</b>	<b>For Scrutiny</b>	<b>Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u></b>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
<b>1</b>	<b>Purpose</b>						
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.						
<b>2</b>	<b>Background</b>						
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 & 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.						
<b>3</b>	<b>Main Report/Detail</b>						
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"> <li>• Strategic Risk Summary – Appendix 1a</li> <li>• Aligned Directorate Risk Summary – Appendix 1b</li> <li>• Directorate Risk Control summary – Appendix 1c</li> <li>• Directorate Closed Control Summary – Appendix 1d</li> <li>• Directorate Closed Risk Summary – Appendix 1e</li> <li>• Directorate Risk Rating Change summary – Appendix 1f</li> <li>• New Directorate Risks – Appendix 1g – [Nil Return]</li> <li>• New Directorate Control Summary – Appendix 1h – [Nil Return]</li> </ul>	
3.4	The Change Committee are asked to scrutinise the information provided and use the risk register to identify future risk spotlights.	
<b>4</b>	<b>Recommendation</b>	
4.1	The Change Committee is asked to: <ul style="list-style-type: none"> <li>• Scrutinise the Change Committee Risk Report.</li> <li>• Identify future risk spotlights to be provided to the Committee.</li> </ul>	
<b>5</b>	<b>Core Brief</b>	
5.1	Not applicable	
<b>6</b>	<b>Appendices/Further Reading</b>	
6.1	Appendix 1 – Change Committee Risk Report	
<b>7</b>	<b>Key Strategic Implications</b>	
7.1	<b>Key Strategic Implications Considered and those Identified Added Appropriately to Main Report/Detail (Section 3. Above)</b>	<b>Yes</b>
<b>Prepared by:</b>	Tracy Shankland, Risk and Insurance Officer	
<b>Sponsored by:</b>	David Johnston, Risk and Audit Manager	
<b>Presented by:</b>	David Lockhart, Assistant Chief Officer, Director of Service Development	
<b>Links to Strategy and Corporate Values</b>		
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"> <li>• Outcome 4: We are fully accountable and maximise our public value by delivering a high quality, sustainable fire and rescue service for Scotland.</li> <li>• Objectives 4.2: We will minimise the risks we face through effective business management and high levels of compliance with all our responsibilities.</li> </ul>		
<b>Governance Route for Report</b>	<b>Meeting Date</b>	<b>Report Classification/ Comments</b>
<i>Change Committee</i>	<i>10 November 2022</i>	<i>For Scrutiny</i>

# Change Committee Risk Report 2022-23 Q2



SCOTTISH  
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- Aligned Directorate Risk Summary – Appendix 1b
- Directorate Risk Control Summary – Appendix 1c
- Directorate Closed Control Summary – Appendix 1d
- Directorate Closed Risk Summary – Appendix 1e
- Directorate Risk Rating Change Summary – Appendix 1f
- New Directorate Risks – Appendix 1g - [NIL RETURN]
- New Directorate Control Summary – Appendix 1h - [NIL RETURN]

# Strategic Risk Summary

# Appendix 1a

Risk Reference	Description	SLT Risk Owner	Risk Rating (Pxl)
1	Ability to improve the safety and well-being of people throughout Scotland through the delivery of our services	Director of Service Delivery	15 (3 x 5)
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	20 (5 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
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.	Director of Service Development	16 (4 x 4)	CC	SMB
8	Improve performance	SDD004	Continuous Improvement 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	16 (4 x 4)	CC	SMB

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Strategic Risk ID	Strategic Risk	Directorate Risk	Risk Name	Summary	Risk Owner	Risk Rating (PxI)	Committee	Executive Board
7	Financial Sustainability	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
8	Improve performance	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	Head of Portfolio	15 (5 x 3)	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
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 (Pxl)	Committee	Executive Board
5	Skilled, trained and motivated staff	POD010	Project Support	The risk that POD teams are unable to timeously support and input to wider SFRRS 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
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 / ICT / SD	Mar-23	Green - 25%	Business Cases are in draft for key roles across the Directorate for SLT consideration.	20 (5 x 4)	15 (3 x 5)	CC	SMB
8	SDD001	Delivery of Directorate Commitments	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 - 50%	Market Allowance process completed successfully on 25 July 2022. Recruitment to vacant posts restarted.	20 (5 x 4)	15 (3 x 5)	CC	SMB
1	SDD002	Evidence Based Decision Making	Ongoing creation of Community Risk Index Model	AC A Girrity	Mar-23	Green - 70%	External Validation is ongoing expected to be completed by end of Q3. The CRIM continues to be developed to include built a natural environment risk. Estimated completion for Q4. Established programme governance forums receive regular update reports.	16 (4 x 4)	9 (3 x 3)	CC	SMB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
1	SDD002	Evidence Based Decision Making	Establish process for the provision and sharing of relevant data	Damien Griffith / AC A Girrity	Sep-22	Green - 75%	Ongoing dialogue with ICT to develop Business Process that will enable appropriate access to relevant data and systems. This will support development, review and refresh of the Community Risk Index Model.	16 (4 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	AC A Girrity	Aug-23	Green - 40%	The development and completion of the whole programme will be phased over a number of years. The development phase is ongoing with the implementation phase scheduled to commence in Q4, 2023/24. Programme timelines are currently subject to review and may be subject to change dependent upon organisational priorities.	16 (4 x 4)	9 (3 x 3)	CC	SMB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
8	SDD004	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 / AC Robison	Mar-22	Amber - 50%	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 (EFQM) is now currently progressing through a Test of Change that will allow the SFRS to independently apply continuous improvement methods and measures into their BAU activities	16 (4 x 4)	8 (2 x 4)	CC	SMB
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
8	SDD009	Delivery of Strategic Change	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	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	15 (5 x 3)	6 (3 x 2)	CC	SMB

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SR ID	Risk ID	Risk	Action Description	Owner	Est Date	Status	Control Comments	Risk Rating (PxI)	Target Rating (PxI)	Committee	Executive Board
8	SPPC002	Communicate with Stakeholders	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
8	SPPC002	Communicate with Stakeholders	Implement SFRS Communications and Engagement Strategy for 2021-23.	Head of Communication and Engagement	Mar-23	Green - 50%	Delivery of objectives contained within the Corporate Communications Workplan	15 (3 x 5)	12 (3 x 4)	CC	GGB
6	POD002	Replacement Programme	Review of Phase 1 timescales and key milestones in the dossier to further inform planning, procurement and the release of required staff to support programme.	Paul McGovern, POD Programme Manager	Mar-23	Amber - 80%	Review of timescales and milestones nearing completion.	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%	Business case for 2022/23 approved. Recruitment progressed.	12 (3 x 4)	12 (3 x 4)	CC	PB
5	POD010	Project Support	PTFAS Programme Communication plan to be developed and implemented.	Paul McGovern, POD Programme Manager	Oct-22	Green - 30%	Awaiting SLT approval. Due date extended.	12 (3 x 4)	8 (2 x 4)	CC	SMB
5	POD010	Project Support	Consideration to be given of resource requirement in relation to SDMP	Rachel Scott, Deputy Head of Human Resources and Organisational Development, Strategic	Mar-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

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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	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
Identify and release of key staff from substantive roles to support programme requirements.	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.	Overall staff have been released successfully to the programme. Some turnover has been experienced however this staff have/are being replaced. Control action complete.	Head of People and Organisational Development	CC	PB
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	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	This action has been incorporated within controls for SDD004 and has been closed.	Head of Portfolio	CC	SMB

# Directorate Closed Risk Summary

## Appendix 1e

Risk ID	Risk Name	Risk Description	Parent Risk ID	Parent Risk Name	Closure Reason	Risk Owner	Committee	Executive Board
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	5	Skilled, trained and motivated staff	Risk SD008 relates to a Continuous Improvement Culture and aligns to SDD004. This risk will now be merged with SDD004 and closed.	Head of Portfolio	CC	SMB



# Directorate Risk Rating Change Summary

## Appendix 1f

Risk ID	Parent Risk	Risk Name	Risk Description	Risk Owner	Change Reason	Current Risk Rating (Pxl)	Initial Risk Rating (Pxl)	Committee	Executive Board
SDD002	Improve Safety and Wellbeing of Communities	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.	Director of Service Development	Probability Increased; Ongoing activity has highlighted challenges in the access to and effective use of data to support robust evidence based decision making, resulting in an increased probability.	16 (4 x 4)	12 (3 x 4)	CC	SMB

# New Directorate Risks

# Appendix 1g

NIL RETURN

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# New Directorate Controls Summary

# Appendix 1h

NIL RETURN



## CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
10 AUGUST 2023	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any Items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes of Previous Meeting</li> <li>• Action Log</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Review of Actions</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b>  <b>General Reports</b></p> <ul style="list-style-type: none"> <li>• SMB Action Log</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b>  <b>Projects</b></p> <ul style="list-style-type: none"> <li>• PO Project Highlights</li> <li>• Financial Change Portfolio Report</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>• PO Progress Update</li> <li>• Command &amp; Control Futures (Written update - PRIVATE)</li> <li>• PTFAS (written update)</li> <li>• PO Risk Report</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b>  <b>Change Portfolio/ Major Projects</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b>  <b>Change Portfolio/ Major Projects</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>
9 NOVEMBER 2023	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any Items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes of Previous Meeting</li> <li>• Action Log</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Review of Actions</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b>  <b>General Reports</b></p> <ul style="list-style-type: none"> <li>• SMB Action Log</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b>  <b>Projects</b></p> <ul style="list-style-type: none"> <li>• PO Project Highlights</li> <li>• Financial Change Portfolio Report</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>• PO Progress Update</li> <li>• Command &amp; Control Futures (Written update - PRIVATE)</li> <li>• PTFAS (written update)</li> <li>• PO Risk Report</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b>  <b>Change Portfolio/ Major Projects</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b>  <b>Change Portfolio/ Major Projects</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>General Reports</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>

## CHANGE COMMITTEE ROLLING FORWARD PLAN

	STANDING ITEMS	FOR INFORMATION	FOR SCRUTINY	FOR RECOMMENDATION	FOR DECISION
<b>15 FEBRUARY 2024</b>	<ul style="list-style-type: none"> <li>• Chair's Welcome</li> <li>• Apologies</li> <li>• Consideration of and Decision on any Items to be taken in Private</li> <li>• Declaration of Interests</li> <li>• Minutes of Previous Meeting</li> <li>• Action Log</li> <li>• Forward Planning: Committee Forward Plan and Items to be considered at future IGF, Board and Strategy Days</li> <li>• Review of Actions</li> <li>• Date of Next Meeting</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b><u>General Reports</u></b></p> <ul style="list-style-type: none"> <li>• SMB Action Log</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b><u>Projects</u></b></p> <ul style="list-style-type: none"> <li>• PO Project Dashboard</li> </ul> <p><b><u>General Reports</u></b></p> <ul style="list-style-type: none"> <li>• PO Progress Update</li> <li>• Command &amp; Control Futures (Written update - PRIVATE)</li> <li>• PTFAS (written update)</li> <li>• PO Risk Report</li> <li>• Strategic Risk Summary and Committee Aligned Directorate Risks</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b><u>Change Portfolio/ Major Projects</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>General Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	<p><b><u>Standing/Regular Reports</u></b> <b><u>Change Portfolio/ Major Projects</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>General Reports</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b><u>New Business</u></b></p> <ul style="list-style-type: none"> <li>•</li> </ul>